



## Public Document Pack

# Uttlesford District Council

Chief Executive: Peter Holt

## Scrutiny Committee

**Date:** Thursday, 22nd September, 2022

**Time:** 7.00 pm

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

**Chair:** Councillor N Gregory

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

**Substitutes:** Councillors M Caton, P Fairhurst, R Pavitt and G Smith

### Public Speaking

At the start of the meeting there will be an opportunity of up to 15 minutes for members of the public to ask questions and make statements, subject to having given notice by 12 noon two working days before the meeting. A time limit of 3 minutes is allowed for each speaker.

Those who would like to watch the meeting live can do so by accessing the live broadcast [here](#). The broadcast will start when the meeting begins.

The Council Chamber is subject to capacity limits and seats will be available on a first come first serve basis. Please contact Democratic Services if you wish to reserve a seat. Contact details and further information on public speaking arrangements can be found overleaf.

# **AGENDA**

## **PART 1**

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

- 1 Apologies for Absence and Declarations of Interest**  
To receive any apologies for absence and declarations of interest.
- 2 Minutes of the Previous Meeting** 5 - 10  
To consider the minutes of the previous meeting.
- 3 Responses of the Executive to reports of the Committee**  
To consider any responses of the Executive to reports of the Committee.
- 4 Consideration of any matter referred to the Committee in relation to call in of a decision**  
To consider any matter referred for call in.
- 5 Cabinet Forward Plan**  
To receive the updated Cabinet Forward Plan.
- 6 Scrutiny Work Programme** 11  
To receive the updated Scrutiny Work Programme.
- 7 Planning Service Improvement Progress** 12 - 36  
To note progress with the actions on each of the Pathways.
- 8 Zero Carbon Communities Fund** 37 - 42  
To consider and provide feedback on the proposed principles set out within the Zero Carbon Community Fund report.
- 9 Economic Recovery Delivery Plan - Year 2 Progress Report** 43 - 61  
To note the proposed year two Delivery Plan for 2022/23.

## **MEETINGS AND THE PUBLIC**

Following the lifting of Covid-19 restrictions, and in accordance with the Council's risk assessment, Council, Cabinet and Committee meetings have returned to in-person and are held in the Council Chamber. However, due to social distancing measures and capacity considerations, those wishing to listen to or watch meetings will continue to be encouraged to access the live broadcast until further notice.

All agendas, minutes and live broadcasts can be viewed on the Council's website, through the [Calendar of Meetings](#).

Members of the public and representatives of Parish and Town Councils are permitted to speak or ask questions at this meeting and are encouraged to do so in person. If you wish to make a statement, you will need to register with Democratic Services by midday two working days before the meeting. There is a 15-minute public speaking limit and 3-minute speaking slots will be given on a first come, first served basis.

In certain circumstances, virtual attendance can also be provided using Zoom; please contact Democratic Services for further information. Those wishing to contribute via Zoom will require an internet connection and a device with a microphone and video camera enabled.

Guidance on the practicalities of participating both in-person or via Zoom will be given at the point of confirming your registration slot. If you have any questions regarding participation or access to meetings, please call Democratic Services on 01799 510 369/410/467/548. Alternatively, enquiries can be sent in writing to [committee@uttlesford.gov.uk](mailto:committee@uttlesford.gov.uk).

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

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

### **Facilities for People with Disabilities**

The Council Offices has facilities for wheelchair users, including lifts and toilets. The Council Chamber has an induction loop so that those who have hearing difficulties can hear the debate.

If you are deaf or have impaired hearing and would like a signer available at a meeting, please contact [committee@uttlesford.gov.uk](mailto:committee@uttlesford.gov.uk) or phone 01799 510369/410/467/548 prior to the meeting.

### **Fire/Emergency Evacuation Procedure**

If the fire alarm sounds continuously, or if you are instructed to do so, you must leave the building by the nearest designated fire exit. You will be directed to the nearest exit by a designated officer. It is vital that you follow their instructions.

#### **For information about this meeting please contact Democratic Services**

Telephone: 01799 510 369/410/467/548

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

#### **General Enquiries**

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

Telephone: 01799 510510

Fax: 01799 510550

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

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

# Agenda Item 2

**SCRUTINY COMMITTEE held at COUNCIL CHAMBER - COUNCIL OFFICES, LONDON ROAD, SAFFRON WALDEN, CB11 4ER, on THURSDAY, 14 JULY 2022 at 7.00 pm**

Present: Councillor N Gregory (Chair)  
Councillors C Criscione, G Driscoll, V Isham, R Jones,  
G LeCount (Vice-Chair), S Luck, G Sell and J De Vries

Officers in attendance: P Holt (Chief Executive), C Gibson (Democratic Services Officer) and J Reynolds (Assistant Director - Governance and Legal).

Also in Attendance: Councillors S Barker, A Dean, J Evans, P Fairhurst, N Hargreaves, A Khan, P Lees, B Light, J Loughlin, S Merifield and B Ross.

## SC21 CHAIR'S INTRODUCTION

The Chair opened the meeting and outlined how he proposed to move forward; he said that the intended order of business would be as follows:

- Public Speakers who could receive questions and comments.
- Councillor Barker had agreed to make a statement and take questions.
- Contributions from Councillors Evans and Merifield as current responsible Members.
- This would then be followed by a short break.
- The Report of the Task and Finish Group would be presented by Councillor LeCount.
- The Notes in dissent of the Task and Finish report would be presented by Councillor Fairhurst.
- The Stansted Review – lessons learned action plan would be presented by the Chief Executive.

In response to a question, the Chair recognised that there would be gaps historically in knowledge as two of the previously responsible Councillors (Rolfe and Lodge) had been unable to attend.

## SC22 APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST

There were apologies for absence from Councillor Lavelle.

The following declarations of interest were given:

Councillors Fairhurst and Loughlin – Planning Committee Members in the current and previous administrations.

Councillor LeCount – Planning Committee Members in the current administration.

Councillor Sell – Planning Committee Member at the time of the Planning Committee decision in January 2020.

Councillor Isham – a member of Stansted Airport Watch (formerly Stop Stansted Expansion).

## SC23 PUBLIC SPEAKERS

- Councillor J Loughlin expressed particular concern about paragraph 13.8 of the Evershed's report that concluded that refusal had been politically motivated. She said that the Planning Committee considered every application on its merits and that she was dissatisfied with the conclusions reached by Evershed's.
- Councillor A Khan said that he considered the Evershed's report to be incomplete and highlighted various failings, amongst which were the fact that the process had started in 2017, key people had not been interviewed, lack of minutes from many meetings, systemic failures and lack of accountability.
- Councillor A Dean referred the Committee to an eight- page dossier that he had circulated shortly before the meeting. He said that he did not consider that there was yet a report that was complete enough and accurate enough to be submitted to a Council meeting.
- Brian Ross (Chairman of Stansted Airport Watch, formerly Stop Stansted Expansion) said that the Evershed's report had presumed that the January 2020 determination had been flawed but he considered that the November 2018 determination, decided by the Chairman's casting vote, had been flawed. He made 5 recommendations, relating to future major applications, future oversight by elected members and Value for Money.
- Councillor B Light referred to paragraph 8.10 of the Chief Executive's covering report; she highlighted the lack of transparency in the process and expressed concern that oral interviews had not been held. She referred to the change of the recommendation from refusal to approval with conditions. She called for Evershed's report to be rejected.

The Chair then referred to the requirement for probity in the Planning process.

The Chief Executive addressed the questions of incompleteness; He said that only 2 of 42 meetings held had been documented and referred to the Wednesbury Test and whether there would have been any added value from interviewing many Members to try to get a consensus and accurate view. He said that he recognised that there was an incomplete picture.

Councillor Fairhurst said that there was difference between incomplete and inadequate.

Councillor Sell referred to the R B Greenwich definition of Scrutiny covering the need to consider both written and oral information.

#### SC24 **INPUT FROM COUNCILLOR BARKER**

Councillor Barker said that she had been the Chair of Stansted Airport Community Trust from 2005 to 2022. She outlined the circumstances surrounding the decision made in 2018; she said that the National Policy recommendation was for approval, that the Chair used their casting vote with a heavy heart and that the indications had been that any appeal would have been successful if the application had been refused. She said that the Cabinet had been kept informed of the progress of the application and that the issue of Stansted Airport expansion had become a political issue at the 2019 local elections.

Various comments were made in respect of:

- Poor practice in respect of undocumented meetings.
- The role and responsibilities of the Portfolio Holder and accountability concerns.
- The need to be objective rather than subjective.
- The Evershed's report being both incomplete and inaccurate.

#### SC25 **INPUT FROM COUNCILLORS EVANS AND MERIFIELD**

Councillor Evans, as the current Portfolio Holder, endorsed the report of the Task and Finish Group and the Action Plan.

Councillor Evans responded to various questions. He said that:

- He had been advised that Members had no right to be involved in the Appeal process and therefore could not have had an oversight role as this was for officers only. This advice had been given by the previous Monitoring Officer.
- He had been made aware that work was being undertaken but not the nature of it.
- He had been advised at the time that the 16 questions being asked were all subject to legal privilege.
- He had first become aware of the reversal of the previous refusal decision to approval with conditions in December 2020.

The Leader confirmed the advice that had been given by the Monitoring Officer and said that in hindsight there should perhaps have been monthly statements given.

Councillor Merifield, as current Chair of Planning Committee, responded to various questions. She said that:

- The Planning Committee always made decisions on the basis of what was in front of Members.
- Full Council in June 2019 had taken a decision to bring back the Stansted application to the Planning Committee and that legal advice had been taken.

- The Planning Committee decision to refuse the application in January 2020 had been supported by all members, bar two abstentions and that the decision had been non-political.

Various comments were made by Members:

- That there was no pre-determination at Planning Committee.
- The need for detailed information.
- Previous concerns expressed about the culture and lack of trust between Members and officers.
- Lack of accountability and governance weaknesses.
- That scrutiny should be a Member-led process.

*There was a brief adjournment between 8.20 pm and 8.25 pm, during which time Councillor De Vries left the meeting.*

The Chair said that any question about culture and the relationship between Members and officers was a matter for Full Council. He said that Councillors Barker and Evans had both made similar points in respect of the role of the Portfolio Holder and accountability.

SC26

## **REPORT OF THE TASK AND FINISH GROUP ON THE STANSTED AIRPORT REVIEW**

The Chair thanked the Task and Finish Group, Councillor LeCount (Chair) and the Monitoring Officer for the works undertaken. Various Members also thanked the Task and Finish Group for their work during the course of the discussion.

Councillor LeCount introduced the report. He referred to the need to look backwards, to look at the current position and to look forwards. He said that the report had been based on reality and that due diligence had been referred to. He accepted that the report did not reflect a good position.

Various comments were made by Members:

- That oral evidence should have been taken by Eversheds.
- That the decision to refuse the Proposal had clearly not been politically motivated.
- Possible conflict between officers' recommendations and Members' decisions.
- The identification of potential Appeal costs.
- Delegated authority.
- The importance of negotiating S106 Agreements.
- The lack of minutes being taken at meetings between officers and MAG.
- Whether Members could submit written evidence.
- That an independent report had been commissioned and that it was not possible to pick and choose items. The report from Eversheds had to stand on its own and that the views expressed were from a Planning lawyer's perspective.



The Chief Executive said that a small working group would be set up to consider Constitution changes and that financial information would be held for total costs potentially awarded against the Council through the Appeals process.

*Members agreed to extend the meeting beyond 9.05 pm.*

Further discussions took place as to whether to take issue specifically with points 1.5 and 13.8 as made in the report by Eversheds. It was stated that the issue was that the Council had ended up with significant costs because the Appeals process had been flawed and that this area should be re-visited. The report was said to be flawed and incomplete. Concerns were expressed about planning lawyer speak and the failures to minute meetings. The Committee had read over 13,000 pages of evidence and comments were made that the report was defamatory to officers and the Chair.

The Chair responded that an independent report had been commissioned and that this was what had actually been presented.

## SC27 **NOTES IN DISSENT OF THE TASK AND FINISH GROUP REPORT**

Councillor Fairhurst presented the Dissent report on behalf of him and Councillor Khan. He said that he considered the report to be inadequate and incomplete.

Various comments were made by Members that:

- Planning decisions taken had not been politically motivated.
- There was not a vote being taken to endorse the report, there may well be disagreements with certain elements of the report but that the recommendations should be taken forward to Council.
- The reports had already been published in the public domain.
- There should have been more records kept of meetings.
- The minutes from the Planning Committee meeting in January 2020 had taken a long time to be agreed, largely through the efforts of the Chair.
- It be recognised that the report by Eversheds was very much from a planning lawyer perspective.
- An independent report had not been required as evidenced by the work of the Task and Finish Group, together with the Chief Executive.
- The report could be taken to Council as an interim report, requiring further work and fine-tuning.
- There needed to be some clear accountability.
- Ultimately the decision for Scrutiny was to either receive or reject the report.
- There was concern about the difference between criticism and defamation.

Councillor Isham asked for clarification as to the basis on which it had been said that Councillors had to remain out of the Appeal process and Brian Ross was invited to comment. He said that he was not aware of any piece of legislation which prohibited Councillors from having oversight of the planning process.

Councillor Evans stated that the Monitoring Officer in post at the time had quoted the Local Government Act 1972 as saying that Members had no right to participate in the Appeal process.

SC28 **STANSTED REVIEW - LESSONS LEARNED ACTION PLAN**

The Chief Executive said that the recommendations regarding the management of planning appeals moved the Council forward. He said that Planning was a shared endeavour. He gave notice that in future should any member request second or third opinions on issues then that might not happen as taxpayers' money needed to be spent wisely. He referred to the need for transparency and Members ownership.

Following a full discussion, Councillor LeCount proposed that all of the Scrutiny reports be submitted to Full Council. This was seconded by the Chair.

A recorded vote was called for:

**In favour:** Councillors Criscione, Driscoll, Jones, LeCount, Luck and Gregory.

**Against:** Councillors Isham and Sell.

RESOLVED: That all of the Scrutiny reports be submitted to Full Council.

*The meeting ended at 10.10 pm.*

Scrutiny Work Programme 2022/23

<b>26 May 2022</b>	<b>16 June 2022</b>	<b>14 July 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	Blueprint Uttlesford	Stansted Airport Appeal Review	Planning Service Review – progress report	Climate Crisis Action Plan mid-year review	Corporate Plan	Corporate Plan Delivery Plan 2023/24
Local Plan update	Planning Service Review – progress report		Zero Carbon Communities Fund	Sports Provision report	Medium Term Financial Strategy and 2023/24 Budget	Economic Development Plan end of year review
Sports Provision scoping document			Economic Development Recovery Plan mid-year review			Climate Crisis Action Plan end of year review
Scrutiny Annual Report 2021/22						

# Agenda Item 7

**Committee:** Scrutiny

**Date:** 22  
September 2022

**Title:** Planning Service Implementation Plan

**Portfolio Holder:** Cllr John Evans

**Report Author:** Dean Hermitage – Director of Planning

**Key decision:** No

---

## Background

1. On 19/10/21 Cabinet agreed the recommendations of the PEER Review report commissioned from the East of England Local Government Association (EELGA).
2. The Scrutiny Committee considered the report prior to Cabinet in October 2021. The Cabinet Member for Planning introduced an update on progress at Scrutiny in February 2022 and again in June 2022. At that meeting it was agreed that a further progress update would be given in September 2022.
3. The initial estimate of the time that would be taken to implement all of the actions was six months. It was acknowledged that for some actions this may not be achievable as they were dependant on more knowledge of the scale of the tasks involved and resources and external providers.
4. The actions were grouped into 'pathways'. The original seven (7) pathways were reduced to five (5). These are Customer Interface; Development Management; Member Pathway; S106 Pathway and Enforcement Pathway.
5. Allied to the above, the planning authority was designated as a result of its performance in respect of the quality of major planning decisions by the Secretary of State in February 2022. On 27 July 2022 the Department of Levelling up, Housing and Communities (DLUHC) wrote to the council requesting that a Performance Action Plan be submitted to Ministers as a matter of priority. This is being developed based on the pathways and is to be submitted to DLUHC by the Director for Planning in consultation with the Cabinet Member and Chair of Planning Committee.

## Recommendations

6. To note progress with the actions on each of the Pathways (Appendix 1 to 5).

## Financial Implications

7. Expenditure was agreed as part of the growth bid for budget year 2021-22 and is continuing to be relied on for the rest of this financial year. That expenditure was £240,000 for the planning service and £140,000 for legal services and supported new posts. The identified posts were two Lawyers in Legal Services, two Principal Planning Officers in Development Management;

one Urban Design Officer, one Project Officer, and one Enforcement Officer for 12 months.

8. The new Director has reviewed and proposed changes to the Planning Service staffing structure (see paragraph 14), including provision for an in-house Heritage Officer, an in-house Ecologist and an additional Enforcement Officer for a further one-year period. The net cost of the re-profiling for the coming financial year 2023/4 is approximately £49,750, and then £16,500 thereafter. A bid has been submitted and agreed.
9. There has been a failure, historically, to attract candidates to key posts on a permanent basis, including the Area Team Manager (South) and Principal Planning Officer. Thus, the Service is being re-profiled and a number of posts are being 'refreshed' (in terms of their job titles and job descriptions) in order to most effectively attract good quality candidates. A recruitment plan has been developed in consultation with the portfolio holder.

## **Background Papers**

10. (1) East of England Local Government Association (EELGA) PEER Review, Fit for Purpose Local Planning Authority and Development Management Improvement Plan<sup>1</sup> and (2) DLUHC letter of 27 July<sup>2</sup>.

## **Situation**

11. Responsibility for ensuring progress and completion of the pathways to improvement rests with the Director of Planning in consultation with the portfolio holder for Planning.
12. All of the relevant working groups and responsibilities have been established. The responsibilities have been allocated and progress is being made. Some key areas are discussed below.

### *Casework 'Sprint' W/C 8 August*

13. During week commencing 8 August 2022, and with communications first put out to stakeholders, the Development Management and Enforcement Teams 'locked-down' for a week to focus on clearing some of the backlog of cases that had built up. This was intended to create some space going forward to allow more of the work outlined below to take place and to allow senior staff time to mentor junior staff. A total of 143 delegated planning decisions (approval or refusal) were taken in that week. 41 enforcement cases were

---

<sup>1</sup> <https://www.uttlesford.gov.uk/article/7349/Review-provides-blueprint-for-improved-planning-service>

<sup>2</sup> [2022.07.27-Designation-letter-from-DULHC-under-Section-62A-Town-and-Country-Planning-Act-1990.pdf \(uttlesford.gov.uk\)](https://www.uttlesford.gov.uk/article/7349/2022.07.27-Designation-letter-from-DULHC-under-Section-62A-Town-and-Country-Planning-Act-1990.pdf)

decided (either closed or taken forward for formal action). For comparison, in the w/c 2 august 2021 the figures were 51 and 1 respectively. The weekly average (mean) for planning decisions is approx.66.

### *Staffing*

14. Resourcing the service is a cross-cutting issue and significant progress has been made with staffing. A re-profiling of the Service has been proposed and is subject to staff consultation. A recruitment campaign is planned for the end of September. This will cover some ten vacant and new posts across Development Management, Planning Policy and Planning Enforcement and see the creation of a dedicated Strategic Applications Team which will specialise in managing major applications, appeals and pre-application advice. Once established, this team will support a planned refresh of the planning pre-application advice and Planning Performance Agreement (PPA) services; which will be expected to generate income to further support Planning Service posts.

### *S106 Guidance and Portal*

15. We now have Draft s106 Planning Obligation guidance. This was approved by Cabinet in March 2022 for public consultation. It is a very valuable operational document and is being used to support the negotiation of s106 agreements within the constraints of the law and as appropriate. Consultation is to be scheduled so as not to conflict with the Reg 18 Local Plan Consultation.
16. A new database of S106 agreements and clauses, Exacom, has been set up and is currently being populated with UDC S106 data by external consultants. Population of all data has taken longer than anticipated. Once all data is in place (expected end of October 2022) an online and searchable database will be available to officers, Members and residents allowing for interrogation of all aspects of planning obligations.

### *Member Training Programme*

17. A draft training programme has been developed with the Planning Committee Working Group (PCWG). This includes a number of key topics Members have identified. 'Teachings' are being set up from September and planning leads from Parish Councils will also be invited to attend where appropriate. The draft training programme includes 20 hours of available Member training over the course of the remainder of the municipal year. The PCWG agreed that much of this could be delivered 'virtually'.

### *Constitutional Improvements*

18. Members are progressing with training and all of the recommendations from the PCWG in relation to changes to the constitution were agreed at Council in

April. These changes are intended to support achievement of the statutory timeframe for determination of planning applications, increase the efficiency of Planning Committee and improve the customer experience. New procedures and processes have been introduced for Planning Committee with the support of Democratic Services. An upcoming review of the Council's Constitution (resulting from the Stansted Airport Review) will result in further improvements to planning and committee processes.

*Planning Committee Reports*

19. The Planning Committee agenda has been improved and since designation (February 2022) the agenda has included standing items about quality of decision making and performance at appeal, and a tracker for s62 applications. There was also an information report from the Enforcement Manager to Planning Committee in June 2022. A further Enforcement Information Report will be taken in October.

*Planning Enforcement*

20. Work to make the Enforcement Register compliant with legal requirements is continuing. The scale of this task is significant, bearing in mind the Enforcement Team is a team of only three officers. Work started in February 2022 as a consequence of an internal audit commissioned by the Interim Director in November 2021. This is a piece of work dealing with historic Enforcement Notices. It is necessary and is now expected to be completed by the end of September 2022.
21. A new notification process for Ward Members, Parish and Town Council/s commenced on 23 May 2022. The notification process is being used to alert Ward members, Parish and Town Council/s to investigations of potential breaches of planning in their area.
22. The full suite of actions, and progress for each, is set out in the appendices.

**Risk Analysis**

Risk	Likelihood	Impact	Mitigating actions
That the pathways as identified in the EELGA report may not be implemented	1	4	All recommendations and pathways agreed on 19 October by Cabinet 2021.  Director of Planning in post to oversee in consultation with Cabinet Member for Planning.

That there may be too many competing priorities for the service to action at once	1	4	Work on all pathways commenced and progress is satisfactory.  Priority and timing for each pathway will be agreed with Director of Planning in consultation with Cabinet Member for Planning
Failed recruitment for key posts may have an impact on progress.	2	4	Best possible recruitment measures being taken. Fallback options have been scoped.

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.

## Appendices

Appendix 1a - e: The 5 pathways in detail.



### Customer Interface and Enquiry Implementation Pathway

What	Action	Responsible Officer	Lead Officer	Key Target Date or Expected Completion Date	Completed Date	Progress
Withdraw the duty system and replace with an appointment booking system for non-professional enquiries.	Work with UDC Project Team to set the system up and set launch date.	Director Planning	Development Manager		06/01/2022	FAQ's written, dates selected and soft launch date set.
	Communicate to Planning Team; CSC and Members	Director Planning	Development Manager		20/01/2022	
	Soft Launch for 6 week Pilot	Director Planning	Development Manager		31/02/2022	
	To review the pilot and decide how to offer the service to the public.	Director Planning	Development Manager	07/04/2022	07/04/2022	Interim Director Planning & Building Control made a key decision not to offer this service whilst resources continue to be stretched. To be reviewed in October 2022.
	To review the decision not to offer the appointment system to the members of Public	Director Planning	Development Manager	31/10/2022		Development Manager will assess the situation and make a recommendation to the Director.
Improve website	A dedicated part of the website for planning enquiries, advice and guidance.	Director Planning	Development Manager; Interim Transformational Lead & Business Manager	31/03/2022	31/03/2022	There is a dedicated residential query page for planning matters plus FAQ's to respond to general queries. As a consequence of queries from the pilot scheme, we are adding further FAQ's.

Improvements to Planning Committee page. Amalgamate the two planning committee pages into one so that everything to do with planning Committee is found on one page.	Director Planning	Development Manager		27/04/2022	Late items list now a public document. Officer presentations now appear on the planning committee page immediately following planning committee. List of decisions are now also published on the same page.
Website improvement for planning applications to include flowcharts about process and information relating to all aspects of the planning application process.	Director Planning	Development Manager & Business Manager	31/03/2022		The UDC web team have advised that the latest government advice is not to use flowcharts. Planning Advisory Service (PAS) also agree that flowcharts shouldn't be used. Therefore, not a priority at this time.
Create a Development Management Customer Promise.	Director Planning	Development Manager & Team Leaders	19/05/2022	19/05/2022	Full Service awayday has taken place - the theme of which was communication. The feedback will be used to agree service standards which align with the corporate customer service charter.
To launch Service Standards	Director Planning	Development Manager & Team Leaders	30/09/2022 following a review the date is 31/10/2022		The standards will flow from the away day on 19/05/2022. 24/08/2022 - the lack of TL resource has delayed this but is now on schedule to have draft completed by end October 2022.
Refreshed the Local Plan 2005 web page to ensure absolute clarity about adopted Policy, Made Neighbourhood Plans, Supplementary Documents and Supplementary Guidance.	Director Planning	Local Plan & New Communities Manager and Interim Transformational Lead	27/04/2022	27/04/2022	Complete

Project to digitise the planning history data from 1947 to support conveyancing solicitor property search enquiries.	Procurement process to establish cost and submit growth bid end Oct 2022.	Director Planning	Business Manager	30/11/2022		Currently not a high priority piece of work but will remain of the pathway. This will require a financial bid in order to commission the work recent quote received is .65p per microfiche and there is an estimated 180,000 fiches = £117,000
Transparent schedule of fees to be available on UDC website. To include pre-app, PPA's and S106 monitoring.	Add PPA and Pre-app fee's to the UDC website.	Director Planning	Development Manager & Business Manager		01/04/2021	Pre-app and PPA fees have been on the UDC website since April 2021 but will be reviewed by end of year.
	Prepare Monitoring fees and include in budget setting governance for commencement on 1st April 2022	Director Planning	Development Manager		01/04/2022	S106 Monitoring fees are currently going through budget governance. 24/08/2022 - fees are on website and will be reviewed in the upcoming budget forecasting for 2022/23

Pathway S106 Agreement Implementation Pathway						
What	Action	Responsible Officer	Lead Officer	Key Target Date or Expected Completion Date	Completed Date	Progress
Formalise roles and responsibilities of all parties	To include roles and responsibilities of all parties in the s106 (SPD) Planning Obligation Guidance.	Director Planning	Development Manager & S106 Monitoring Officer	29/03/2022	29/03/2022	s106 (SPD) Planning Obligation Guidance document is first at draft. Draft document sets out the roles and responsibilities. Consultation not yet programmed.
Scoping work to prepare to update s106 planning obligation guidance for consultation	Scoping completed	Director Planning	Development Manager & S106 Monitoring Officer		31/12/2021	Completed
Update S106 planning obligation guidance based on Law, NPPF, emerging Local Plan and Neighbourhood Plans	Utilise PAS assistance (Rachel Perry Jones)	Director Planning	Development Manager & S106 Monitoring Officer	09/03/2022	29/03/2022	Completed
Publish Infrastructure Funding Statement on website for 2020/21		Director Planning	Development Manager & S106 Monitoring Officer	31/12/2021	31/12/2021	Completed
Publish Infrastructure Funding Statement on website for 2019/20		Director Planning	Development Manager & S106 Monitoring Officer	31/12/2020 - this is the legal requirement for publication.	Completion date is dependent on delivery of the Exacom database.	Resource not available to focus on this task currently. Work to bring forward the Exacom database has been prioritised over this and will provide the information (once in operation) at a touch of a button.
Protocols with relevant parties setting out the s106 process, procedures, entitlements and obligations	To incorporate protocols in the s106 (SPD) Planning Obligation Guidance.	Director Planning	Development Manager & S106 Monitoring Officer	29/03/2022	29/03/2022	Completed. Cabinet have agreed guidance on 29/03/2022.

LPA to fulfill the role of mediator (negotiator) between competing claims on grounds of proportionality and affordability	Specific roles and responsibilities will be set out in the S106 Planning Obligation Guidance including the legal tests: Necessary to make the development acceptable in planning terms Directly related to the development Fairly and reasonably related in scale and kind to the development;	Director Planning	Development Manager	29/03/2022	29/03/2022	Completed. Cabinet have agreed guidance on 29/03/2022.
S106 to be a standard part of PPAs	Recruit a PPA Project Officer to ensure that s106 are picked up on every PPA.	Director Planning	Development Manager		04/01/2022	Completed
Negotiated Heads of Terms to be agreed in principle before applications are reported to planning committee for decision making.		Director Planning	Development Manager	ongoing	ongoing	Complete
Consider alternatives recommendations should there be a failure to enter into s106 on the part of the applicant.	To adjust the wording of the recommendation in the committee report to ensure there is an end date should an applicant fail to enter into a s106.	Director Planning	Development Manager	13/04/2022	13/04/2022	Final template in use since 13/04/2022. Pilot committee report template currently in use. Planning Committee Working Group agreed a template on 02/03/2022 this will be in use from the 13/04/2022.
Case officers to submit intermediate instructions on s106 agreements to solicitors early in the life of the application and full instructions in accordance within agreed timeframes.	Work with Legal to prepare a process / form and ensure team are informed and talked through the process.	Director Planning	Development Manager	31/03/2022	31/03/2022	Complete. Legal have prepared a form which needs to be completed by a case officer when they are aware there is a requirement for a s106. DM Manager to confirm.
Project to record s106 agreements and obligations on Exacom	Prepare and submit Growth Bid	Director Planning	Interim Transformational lead		01/01/2022	Growth Bid approved
	Secure services of specialist organisation to populate Exacom - Obligations Office	Director Planning	Development Manager & S106 Monitoring Officer	11/03/2022	11/03/2022	Quotes have been received. Time slots in new financial year to be booked - issue order number.

	Work to commence populating Exacom	Director Planning	Development Manager & S106 Monitoring Officer	29/07/2022 - delayed 31/10/2022		Commencement date is the 20/06/2022 for data entry and upload. (This is programmed to take 5 weeks) Date has been delayed due to the supplier issue - completion date due 31/10/2022
	Draft and agree templates for use in Exacom.	Development Manager	S106 Monitoring & Enforcement Officer	31/08/2022		Templates have been amended to include correct UDC information and will be tested once the database has been populated.
	Populate with finance data	Director Planning	Development Manager & S106 Monitoring Officer			
	To start using Exacom in the Live system.	Director Planning	Development Manager & S106 Monitoring Officer	30/09/2022		S106 Officer currently working on project delivery with Exacom.
Launch the S106 Public Portal on the UDC website	Growth bid	Director Planning	Interim Transformational Lead		01/01/2022	Growth Bid approved
	Secure the purchase of the portal	Director Planning	Development Manager & S106 Monitoring Officer	11/03/2022		Complete. Quotes have been received. Time slots in new financial year to be booked - issue order number.
	Go live with the Public Interface	Director Planning	S106 Monitoring & Enforcement Officer	31/10/2022		This will be possible once the database has been populated and all areas tested.
	To agree a detailed master timetable and actions.	Development Manager	S106 Monitoring & Enforcement Officer	31/01/2022	ongoing	Draft master timetable has been prepared. This is an ongoing action between the Development Manager and s106 Monitoring Officer. to send a monthly update to Director etc

Identify appropriate corporate governance for the management of s106 contributions with the purpose of supporting and underpinning Infrastructure delivery.	The Planning Advisory Service (PAS) to review existing governance arrangements and make recommendations.	Director Planning	Development Manager & S106 Monitoring Officer	26/04/2022 - 31/05/2022 - expected timeframe for feedback from PAS.	31/05/2022	Kick off workshop took place 26/04/2022 with officers on the working group. PAS response expected within 2 weeks. Next step is to convene a workshop including officers and elected representatives. Feedback received 31 May 2022
Implement appropriate corporate governance for the management of s106 contributions with the purpose of supporting and underpinning Infrastructure delivery.	To implement the recommendations from the Planning Advisory Service (PAS) following completion of the workshops.	Director Planning	Development Manager	31/12/2022		Commencement is dependent on progressing the governance work with PAS. Implementation will take place as soon as governance arrangements agreed. The report has been received and the next steps are to produce an action plan and commence work on implementation.

Development Management Operational Transformational & Development Management Implementation Pathway  
(Amalgamated Pathways)

What	Action	Responsible Officer	Lead Officer	Key Target Date or Expected Completion Date	Completed Date	Progress
Service re-invigorating and effective leadership & direction	Weekly Development Management Team Management Meetings	Director Planning	Development Manager & Transformational Lead		01/10/2021	Dates in diaries for Monday afternoons.
	Meetings to be set for sub-groups i.e. direct with Team Leaders & Interim Transformational Lead	Director Planning	Interim Transformational Manager	31/01/2022	31/01/2022	Dates populated in diaries. This was a critical part of the process, however since there is no longer an Interim Transformational Lead - these can no longer take place.
	Provide a centralised 'Bank of knowledge' - on how to deal with key issues	Director Planning	Interim Transformational Lead & Business Manager	29/04/2022	29/04/2022	<del>Reviewing options on how best to proceed with this. IT have offered solutions and now need to agree and communicate.</del> Resource Hub set up on R Drive this includes: training notes; links to relevant websites, log in information.
	Maintain centralised 'Bank of knowledge'	Director Planning	Business Manager	ongoing	ongoing	This piece of work is never completed as a bank of knowledge needs to be continually updated. Responsibility rests between the DM Manager, Local Plan & New Communities Manager and Director of Planning.
Recruit senior staff with experience of place making		Director Planning	Development Manager	31/05/2022 - if recruitment successful. September 2022 for next round of recruitment.		Failed two attempts to recruit Principal and one attempt for Team Leader, readvertising. Recruitment finished 31/01/2022. One further round of recruitment required in order to put market supplements in place. Adverts out week commencing 25/04/2022. Adverts closed on 10/05/2022. There were no applicants. Market supplements will now be agreed internally. Case being drafted by the service head. 23/08/2022 - Market Supplements have not been pursued at this time. There is to be a large, focused campaign towards the end September to try and recruit all necessary planning colleagues.



Focus resources at the front end of the development management process	Recruit Project Officer	Director Planning	Business Manager		04/01/2022	Recruited Project Officer to manage applications with Planning Performance (PPA) Agreement
Create and structure pre-application procedures setting objectives and using the right tools	Identify modules from the Planning Advisory Service (PAS) Toolkit to support the front end of the planning process.	Director Planning	Development Manager & Business Manager		31/12/2021	We identified three modules. Completed.
	Use Planning Advisory Service Tool Kit and identify three modules at a time for completion in accordance with priorities.	Director Planning	Development Manager	31/12/2021 first three modules agreed.		Working with Planning Advisory Service to work through their tool kit for planning application processes fortnightly sessions with sub-groups to continue work.
	Session 1 - Applications Process	Director Planning	Interim Transformational Manager		18/01/2022	Session facilitated by Peter Ford of the Planning Advisory Service (PAS). WE introduced new and clearer acknowledgment letters for applicants and agents. Complete
	Session 2 - Pre-application Process	Director Planning	Interim Transformational Manager		15/02/2022	Session facilitated by Peter Ford and Shelly Rouse of the Planning Advisory Service (PAS). We introduced modifications to uniform so that officers can track progress on preapplication cases and introduced 28 day targets. Complete.
	Session 3 - Committee Report Templates	Director Planning	Interim Transformational Manager		22/03/2022	Business Manager & Interim Transformational Manager facilitated this session. Committee report templates are now finalised. Complete
	Identify the next three Toolkit Modules and agree dates for completion within the next 6 months	Director Planning	Development Manager	31/05/2022		To be agreed at monthly meetings with Planning advisory Service (PAS). These take place on the last Tuesday of every month.
Data Cleansing	To identify case files, with decisions that need to be closed on the planning register.	Director Planning	Development Manager		28/02/2022	Substantial data cleansing has taken place.
Finally disposed of programme	To create standard letter and standard decision notice templates.	Director Planning	Business Manager & Interim Transformational Manager	31/12/2021	31/12/2021	Complete

	To identify those for disposal and use the templates.	Director Planning	Development Manager & Team Leaders	31/08/2022 following review will now be complete by 31/10/2022		Identified approx. 50 old applications to be finally disposed of. This action is with the DM and TL's. We have a temporary resource for three months to support this - June to end August 2022. The temporary resource is an addition to permanent posts. 23/08/2022 - process slowed down due to the absence of a Team Leader. Now the resource is in place and these should progress and be completed by the end of October 2022.
Improve co-ordination between applicants, consultees, the public, Members, Town and Parish Councils and Legal Services	Regular meetings with all Town/Parish Councils need to be established. Date to be added to diaries.	Director Planning	Development Manager		29/03/2022	Regular meetings with SWTC however this needs expanding to include virtual sessions with all Parish/Town Councils. Date of Parish Forum 29/03/2022.
To agree a date for the full service away date.	Organise a focused workshop on Communication for the whole service inc. Building Control.	Director Planning	Interim Transformational Lead, Development Manager & Business Manager	19/05/2022	19/05/2022	This was run with the support of the Planning Advisory Service (PAS). The focus of the day will be on communication.
DM Team Leaders to focus 75% of their time to support and mentor staff	Clear old applications - by determination or disposal.	Director Planning	Development Manager	No date until the stabilisation with the staffing situation		We have significantly reduced the reliance on agency staff but have been unsuccessful with recruitment to TL role and 1 Principal planning officer role. 23/08/2022 - Recently held a 'sprint' week which reduced the applications. Had resignations from 3 officers which have meant a greater reliance on temps.
	Expand authorisations so that Principal planners can sign off some categories of delegated decisions.	Director Planning	Development Manager	20/04/2022 - Full Council all agreed.  20/05/2022 - For implementation.		We have had failed recruitment to one of the principal officer roles and we have had a gap filling the roles with interims. The Principal planning officers have recently been supporting with allocations. With the agreement to the changes to constitution agreed at Full Council on the 20th April they will be given authorisations as soon as possible. 23/08/2022 - following a review the Principals will be given authorisation to be used as required.

Additional experienced capacity required at senior level to manage significant major applications.	Recruit Team Leader	Director Planning	Development Manager	15/05/2022		Failed to recruit and now attempting a third round of recruitment during April 2022. Outcome will support proposals for a restructure or market supplement. Adverts closed on 10/05/2022. There were no applicants. Market supplements will now be agreed internally. Case being drafted by the service head. 23/08/2022 - Market Supplements have not been pursued at this time. There is to be a large, focused campaign towards the end September to try and recruit all necessary planning colleagues.
	Recruit Principal officer 1	Director Planning	Development Manager & Interim Transformational Lead		01/11/2021	Recruited and commenced 1 no. Principal.
	Recruit Principal officer 2	Director Planning	Development Manager	15/05/2022		Failed to recruit and now attempting a third round of recruitment during April 2022. Outcome will support proposals for a restructure or market supplement. Adverts closed on 10/05/2022. There were no applicants. Market supplements will now be agreed internally. Case being drafted by the service head. 23/08/2022 - Market Supplements have not been pursued at this time. There is to be a large, focused campaign towards the end September to try and recruit all necessary planning colleagues.
Receipt of applications by the Support & Registration Team for acknowledgement and either validation or request for additional information.		Director Planning	Business Manager		19/01/2022	Local validation checklist has been reviewed and considered at Planning Committee - Jan 2022.
Post triage meetings for Major applications to diagnose issues, provide consistent advice, set tasks etc.	Set up PPA tracker and Major tracker and meet fortnightly.	Development Manager	Development Manager & Team Leaders		29/03/2022	Currently being implemented.

Post triage meetings for Non-Major applications to diagnose issues, provide consistent advice, set tasks etc.	Regular case reviews.	Development Manager	Development Manager & Team Leaders		29/03/2022	Currently being implemented.
Initiate Weekly List		Director Planning	Business Manager		02/02/2022	
Review of implemented schemes as part of professional development and training.	Organise the tour jointly with members of implemented schemes.	Development Manager	Development Manager in consultation with the Planning Committee Member Working Group (PCMWG)	29/09/2022		This is arranged for September.
Training / knowledge sharing	Appeals training for all officers - in three parts delivered by 6pumpcourt (Part 1)	Director Planning	Interim Transformational Lead		16/12/2021	Appeals training delivered by Barristers 16 December 2021
	Appeals training part 2	Director Planning	Interim Transformational Lead		13/01/2022	Half day session on 13 Jan 2022
	IDOX training for officers - what when and how to use the systems.	Director Planning	Interim Transformational Lead & Business Manager		30/10/2021	Overview and expectations of how to use database - Tools to do the job.
	Refresher training and reiterating expectations of how to use the systems. 'Tools to do the job'	Director Planning	Interim Transformational Lead & Business Manager		05/11/2021	A second session was held to cover what is expected of officers and how to use the systems.
	Heritage training offered by Place Services - ECC	Director Planning	Development Manager & Interim Transformational Lead		16/11/2021	
	Training on the application of the Tilted Balance	Director Planning	Development Manager & Interim Transformational Lead	10/05/2022	10/05/2022	Training booked Planning Advisory Service (PAS) are leading the training. Legal team invited to attend together with Development Management.

	Policy working with DM Officers on LP Policies	Director Planning	Local Plan & New Communities Manager & Development Manager	Reg 18 & Reg 19 consultation.	Reg 18 & Reg 19 consultation.	This is an ongoing piece of work being progressed by the Policy team
	Policy briefing sessions - general information	Director Planning	Local Plan & New Communities Manager & Development Manager	Reg 18 & Reg 19 consultation.	Reg 18 & Reg 19 consultation.	This is an ongoing piece of work being progressed by the Policy team
	Staff briefing on appeal performance and key areas to note	Director Planning	Principal Planning Officer - Lyndsay Trevillian		01/03/2022	DM & Policy working to put together a monitoring process. Feedback sessions with case officers took place in March 2022.
Protocol with corporate and third-party consultees to include Town and Parish Councils to enable the council to manage Major planning applications within 13 weeks.	Progress the consultation that was issued to Parish & Town Councils in December 2020. Protocol is currently being used informally.	Director Planning	Development Manager	31/07/2022 following review the date has been altered to November 2022.		Protocol has been shared in draft, with Parish and Town Councils. Final protocol to be shared with planning committee. Report has been drafted for Planning Committee to agree and note the protocol. Draft protocol has been shared with the Planning Advisory Service (PAS) for comment. 23/08/2022 - Director to review document following PAS comments and update before taking to Planning Committee Member Working Group (PCMWG) in September 2022. Following the PCMWG this will be shared at Planning Committee in October 2022 with a recommendation to implement.

### Enforcement Implementation Pathway

What	Action	Responsible Officer	Lead Officer	Key Target Date or Expected Completion Date	Completed Date	Progress
Promotion of the four pillars of enforcement - public value, prevention, intervention, enforcement.	Promote existing adopted Enforcement Planning Policy	Director Planning	Development Manager & Enforcement Team Leader	16/03/2022 03/03/2022 29/03/2022	29/03/2022	Member training 03/03/2022 Information item Planning Committee 16/03/2022 Officer training 29/03/2022 Parish Forum 29/03/2022
	Review and update planning enforcement part of website	Director Planning	Interim Transformational Lead	31/03/2022	15/02/2022	
Collaborate with other authorities to form common explanatory templates and signposting	Find a 'trail blazer' with using IDOX and have a discussion.	Director Planning	Enforcement Team Leader		11/01/2022	Had discussion with South Staff's council who also use the Enforcement Module. They are some distance behind UDC. However, they have noted that all users of the enforcement module are about the same level of use. A big investment needs to be made by all authorities
Promote common explanatory templates UDC website and through other media.	Undertake template training.	Director Planning	Development Manager & Enforcement Team Leader		17/02/2022	Complete
	Awareness raising of the adopted Planning Enforcement Policy	Director Planning	Development Manager & Enforcement Team Leader		29/03/2022	Member training 03/03/2022 Information item Planning Committee 16/03/2022 Officer training 29/03/2022 Parish Forum 29/03/2022
Enlist the support of stakeholders as a communication channel on high-profile cases and keep Members and Clerks informed of progress	Improve communication with stakeholders - hold Parish Forum and share the Planning Enforcement Policy.	Director Planning	Development Manager & Enforcement Team Leader	29/03/2022		Parish Forum 29/03/2022 Strategy to be agreed between DM Manager and Enforcement Team Leader.

	Improve communication with stakeholders – send out questionnaire to parishes asking how they think communication can be improved.	Director Planning	Development Manager & Enforcement Team Leader	31/08/2022	-	Parish Forum 29/03/2022 Strategy to be agreed between DM Manager and Enforcement Team Leader but to look at a questionnaire being sent out with the adopted Policy so that this can be a two way discussion. Notification letters being sent; TL to send Policy and covering email asking how the Parishes want to be notified of closures /updates – do they want more forums etc? The Enforcement Register has been the priority which has taken longer than anticipated due to the nature of the work and therefore this has been delayed slightly. 24/08/2022 - A decision has been made not to pursue this action at this time.
	Improve communication with stakeholders - prepare templates to send notification letter when an investigation has been raised in their parish/ward.	Director Planning	Development Manager & Enforcement Team Leader		17/05/2022	Complete. Notification templates written and checked by legal. Notification email sent to all Parish Clerks and Ward Members notifying them that this will commence on the 20th May 2022.
Report on the work of the team including success, prevention, issues and long running complaints	Provide regular updates of case numbers etc to Members	Director Planning	Development Manager & Enforcement Team Leader	08/06/2022	08/06/2022	Date agreed between Enforcement Team Leader and Development Manager to report to Planning Committee on the 08 June 2022. There will be quarterly updates to planning committee. The next report will be taken to Planning Committee 26 October 2022.
Develop and promote awareness about enforcement procedures, ethos, limits of powers.	Provide regular updates to Parish/Town Councils and Ward Members	Director Planning	Development Manager & Enforcement Team Leader		Ongoing	Parish Forum on 29/03/2022 - Planning Enforcement Policy is a dedicated topic. Future forums will continue to promote an understanding of Planning Enforcement.
Manage community expectations	Promote existing adopted Enforcement Planning Policy	Director Planning	Development Manager & Enforcement Team Leader		31/03/2022	Member training 03/03/2022 Information item Planning Committee 16/03/2022 Officer training 29/03/2022 Parish Forum 29/03/2022 Next Parish Forum 20 September 2022.
	Review acknowledgement letter	Director Planning	Enforcement Team Leader		31/03/2022	Complete
	Set date and send invites to Parish Forum.	Director Planning	Development Manager & Enforcement Team Leader	29/04/2022	27/04/2022	Calendar invite sent for the next year. Next Parish Forum 20 September 2022.

	Attend a Parish Forum to promote the adopted Planning Enforcement Policy.	Director Planning	Development Manager & Enforcement Team Leader		29/03/2022	Forum has taken place.
Triage of requests to investigate.	Review the priorities set out in the adopted Enforcement Planning Policy.	Director Planning	Interim Transformational Lead	31/03/2022	08/03/2022	Complete
	To implement the Investigation priorities in line with the adopted Planning Enforcement Policy.	Director Planning	Development Manager & Enforcement Team Leader	17/03/2022	17/03/2022	Session took place on 17/03/2022 with the Enforcement Team.
Formal confirmation of decisions made following investigations to those who requested the investigation	Utilise the existing system to its full potential.	Director Planning	Development Manager & Enforcement Team Leader	31/12/2021	31/12/2021	These templates are in use in uniform and are sent to those who requested the investigation, parish/town councils and landowners. Complete
Manage vexatious complainants. Consider inter agency case reviews, and other approaches	To hold a session with planning enforcement team to profile raise the existing and up to date UDC vexatious complaints policy.	Director Planning	Development Manager & Enforcement Team Leader		17/03/2022	Circulated links to the corporate policy on the website to the whole of development management and we addressed the issue in a session with the enforcement team on the 17/03/2022.
Promote greater resilience in the enforcement team	Investigate whether Career grades are appropriate.	Director Planning	Development Manager & Enforcement Team Leader		28/02/2022	Career grades are appropriate for enforcement officer roles. The DM Team have already taken advantage of the apprenticeship scheme and used it in part to support career grade posts. Interim Director has recommended that this approach is adopted as part of the Service reorganisation. 24/08/2022 - Director Planning has agreed that this needs to be taken forward and will form part of review of staffing and team structure.



Investigate whether apprenticeship scheme is appropriate	Director Planning	Development Manager & Enforcement Team Leader	31/03/2022	28/02/2022	Apprenticeships are appropriate for enforcement officer roles. The DM Team have already taken advantage of the apprenticeship scheme and used it in part to support career grade posts. Interim Director has recommended that this approach is adopted as part of the Service reorganisation. 24/08/2022 - Director Planning has reviewed and will not be taking this forward. It is considered that the most appropriate way is to go through a planning career first.	
Ensure continual training is undertaken	Director Planning	Development Manager & Enforcement Team Leader	29/03/2022	Ongoing	UDC supports and promotes continuous professional development (CPD). Training needs are identified through uPerform on a quarterly basis. UDC have commissioned enforcement training for all officers within the service to take place on 29/03/2022. CPD requirements to be added to all new JDs.	
Fill vacant post	Director Planning	Development Manager & Enforcement Team Leader		28/02/2022	Completed	
Investigate additional support whilst implementation of Review is taking place.	Director Planning	Development Manager & Enforcement Team Leader		24/01/2022	Created a 12 month fixed term post in October 2021. Successful recruitment to the post took place. Subsequently, a permanent member of the enforcement team left and permanent vacancy was filled by the temporary member of staff. Between January and present an agency person has been filling the gap. During this time the enforcement investigation backlog has been substantially reduced from an open case load of 2000 to a more manageable approx. 270.	
Review lone working	Director Planning	Development Manager & Enforcement Team Leader		08/11/2021	Development Manager updated the site visit procedure. This is a dynamic action and updates issued when necessary. 24/08/2022 - lone worker devices have been ordered for officers and will be implemented shortly.	
Invest in and use the enforcement module which is part of the councils existing planning processing system.	IDOX consultancy day 1	Director Planning	Development Manager & Enforcement Team Leader	10/05/2022	10/05/2022	Completed
	IDOX consultancy day 2	Director Planning	Development Manager & Enforcement Team Leader	16/05/2022	16/05/2022	Completed

Participate in audit		Director Planning	Development Manager & Enforcement Team Leader	01/11/2021	01/01/2022	Audit complete. Actions being taken forward.
Implement Recommendations in Audit Report finalised March 2022.	Investigation prioritisation - in accordance with adopted Enforcement Policy.	Director Planning	Development Manager & Enforcement Team Leader	01/03/2022	31/03/2022	Complete
	Undertake template training	Director Planning	Enforcement Team Leader	17/02/2022	17/02/2022	2 days of training took place, with key staff, on the 17 and 18 Feb 2022.
	To review acknowledgement letter to ensure it reflects the adopted planning enforcement policy and implement it.	Director Planning	Enforcement Team Leader		31/03/2022	Complete
	Create & implement a notification template for Parish/Town Councils.	Director Planning	Enforcement Team Leader	16/05/2022		Template has been created and agreed with the Information Officer and Legal. Due to be launched imminently pending resolution of a coding IT issue which we have been unable to resolve with our own IT team.
	Create & implement a notification template for Members.	Director Planning	Enforcement Team Leader	16/05/2022		Template has been created and agreed with the Information Officer and Legal. Due to be launched imminently pending resolution of a coding IT issue which we have been unable to resolve with our own IT team.
	Discretionary Investigation Action - this requires an officer report template.	Director Planning	Development Manager & Enforcement Team Leader	31/10/2022		This is the next template to be created. The Enforcement Team Leader is currently working on this.
	Investigation Performance	Director Planning	Development Manager & Enforcement Team Leader		31/03/2022	Pentana has been amended to reflect the site visit targets in the adopted Enforcement Policy. Training with Enforcement Officers has also taken place to ensure they are populating the correct information in the correct fields. The statistics will be reported from Q1 2022/23.

Enforcement Register - it was identified that a compliance date was not always available on the register where an enforcement notice had been served.	Director Planning	Development Manager & Enforcement Team Leader	31/08/2022 - revised to 30/09/2022		Piece of work has commenced originally agreed with audit that this work would be complete by the end March. Subsequently discovered more cases to be updated. This piece of work takes a lot of investigating and interrogation which has slowed the process down. Currently 52 cases to be done.
Enforcement Register Task 1 - Extraction of 786 Enforcement Notice Cases and captured into a spreadsheet	Development Manager	Enforcement Team Leader		01/04/2022	Complete
Enforcement Register Task 2 - look at every enforcement notice, read the history and establish if it had been complied with.	Development Manager	Enforcement Team Leader	ongoing		approx. 100 cases are currently inconclusive. Decision taken to progress to task 4 - update uniform whilst leaving the inconclusive cases until after the majority are on the enforcement register.
Enforcement Register Task 3 - Write a procedure note for officers setting out how to alter Uniform to show an enforcement notice on the register and setting out the compliance details.	Development Manager	Enforcement Team Leader	01/06/2022		Details of the procedure note are emerging as a consequence of task 2. At the Enforcement meeting on the 1st of June - to write the process collaboratively.
Enforcement Register Task 4 - updating Uniform.	Development Manager	Enforcement Team Leader	31/08/2022		This work will commence on completion of tasks 2 and 3.
Governance - issue an up to date authorisation to the Enforcement Team Leader.	Director Planning	Development Manager & Enforcement Team Leader	21/04/2022	21/04/2022	Up to date authorisation issued by the Director of Planning in July 2022.
Governance - organise refresher training re the Bribery Act and Conflicts of Interest in association with other Enforcement Teams corporately	Director Planning	Development Manager & Enforcement Team Leader	Date to be advised by Legal and HR.	Date to be advised by Legal and HR.	We are liaising with HR Manager and Legal. This training will come forward as part of the corporate package.

Data cleansing	Identify all investigation cases which were transferred from the old system incorrectly and were not closed. Extract Enforcement Notices and close.	Director Planning	Development Manager & Enforcement Team Leader		24/01/2022	In excess of 2000 cases were identified. Enforcement Notices were extracted. Many of these, approx. 786, were not recorded correctly on the enforcement register. This task is complete.
To ensure there is an annual review of the adopted Enforcement Planning Policy	To review document to see if there are any legal or factual updates required. Document to be put into the new UDC format.	Director Planning	Development Manager & Enforcement Team Leader	25/04/2022	Ongoing	Annual review requirement will be in the Service Plan.

**Committee:** Scrutiny Committee

**Date:** Thursday 22

**Title:** Zero Carbon Communities Fund

**September 2022**

**Report** Ben Brown, Assistant Director - Environmental

**Author:** Services

---

## Summary

1. Uttlesford District Council declared a climate emergency in 2019. It has pledged to take local action to prevent a climate and ecological catastrophe, through the development of practices and policies which aim to achieve net-zero carbon status by 2030 and to protect and enhance biodiversity in the district.
2. The Council set aside a specific Climate Crisis budget of £1M to be spent over three years. A figure of £300,000 of the overall Climate Crisis budget has been provisionally allocated to support community-based projects, that reduce carbon dioxide emissions or improve biodiversity.
3. This report and APPENDIX 1 set out the principles behind the Zero Carbon Community Fund and seeks feedback from the committee on the proposals.

## Recommendations

4. To consider and provide feedback on the proposed principles set out in APPENDIX 1.

## Financial Implications

5. The Council has already agreed a specific climate change budget totalling £1,000,000 spent over 3 years. It is proposed that £300,000 is allocated to Community based carbon reduction and or biodiversity projects.

6. It is proposed that funding be made available of between £1,000 and £35,000 per project.

## 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:
8. Climate Change Action Plan, Climate Crisis Strategy.

## Impact

- 9.

Communication/Consultation	The proposed Zero Carbon Community Fund has been reviewed by the Climate Change Working Group and corporate management team.
Community Safety	None
Equalities	None
Health and Safety	None
Human Rights/Legal Implications	None
Sustainability	A clear plan setting out Uttlesford district councils' approach to addressing climate change will have a positive impact on sustainability issues.
Ward-specific impacts	Potential projects should have specific ward impacts though these are not known at this stage.
Workforce/Workplace	None

## Situation

10. The Council's Climate Crisis Strategy defined the Council's ambition to achieve net-zero carbon status by 2030 and to improve biodiversity and was published in September 2020. The strategy has specific reference to taking local action to help reduce carbon emissions and or improve biodiversity.
11. The principles of the proposal to create a community-based grants scheme (the Zero Carbon Community Fund) providing direct financial support to local community groups is set out in APPENDIX 1. If agreed these principles and will be used to develop further the funding documentation required, including eligibility, bidding processes, assessment criteria and measures.
12. The proposal directly links with the Council's aims within the Climate Crisis Strategy.
13. This committee is asked to consider the proposal and principles set out in APPENDIX 1 and provide feedback ahead of the matter being considered by Cabinet in October.
14. The aim is to launch the scheme in October.

## Risk Analysis

15.

Risk	Likelihood	Impact	Mitigating actions
Reduced capacity to deliver Zero Carbon Communities Fund due to staff availability.	2	2	Recruitment of the Climate Crisis team is underway and that will minimise the risk to the overarching projects that they will coordinate.

Scheme is oversubscribed	3	2	Clear and transparent guidance on how projects will be assessed and grants awarded will be published.
--------------------------	---	---	---

1 = Little or no risk or impact

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

3 = Significant risk or impact – action required

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



**Uttlesford District Council**  
**Zero Carbon Communities Fund**

**Introduction**

£300,000 of the Climate Crisis budget has been provisionally allocated to fund community based projects that are designed to reduce direct carbon emissions or that will lock up carbon or improve biodiversity. The proposed name for the scheme is the Zero Carbon Community Fund.

The following are suggested principles, that will enable the Zero Carbon Community fund to be managed in a fair and transparent way and will require Cabinet approval following consultation with the Climate and Energy Working Group and the Scrutiny Committee.

The principles set out below will also be used to set out funding documentation including eligibility, bidding processes, assessment criteria and measures.

**Who can apply?**

Any Parish or Town Council within the Uttlesford District.

Any Formally Constituted community group or community interest company working within the Uttlesford District.

Any 'not for profit' groups that are not formally constituted but that ARE supported by a constituted mainstream service, Town or Parish Council or community group willing to administer the funds through an organisational bank account.

**What projects could be supported?**

Projects that reduce carbon dioxide or other greenhouse gas emissions

Projects that reduce carbon dioxide in the atmosphere and

Projects that increase biodiversity

**What assessment criteria will be used?**

The project be financially sustainable at the end of project or within the project lifetime

Carbon dioxide savings or reduction in atmospheric CO<sub>2</sub> must be quantified using a recognised methodology.

**How much is available?**

Grants between £1,000 and £35,000 are available (INSERT WEBLINK TO OTHER UDC Funding schemes).

**What can the funding be used for?**

As well as capital costs funding can be used to pay for:

- Salaries of project workers

- Salaries of management staff who supervise project staff. These should be in proportion to the staff time spent on the project
- Reasonable expenses of project staff and volunteers
- Marketing and publicity for the project (as appropriate)

**What cannot be funded?**

- Activities, events or services which have already taken place, including staff development time
- Activities that benefit individuals, rather than the wider community
- Activities that generate profits for private gain
- Religious activities or content (although religious organisations may apply provided, they are providing benefit for the wider community)
- Activities that replace or supplement government funding
- Renewable energy installations where it is intended to claim Renewable Heat Incentive payments or any other payments where the use of public grants renders the installation ineligible for such payments
- Loan repayments

**What are the conditions of funding?**

Organisations that are awarded a grant will be expected to comply with the following conditions as a minimum:

- Funding must only be used for the agreed purpose and must be spent within 24-months of the award being made except an extension is agreed with the administering officer in writing
- Where a proposal anticipates financial savings or income, the applicant will need to show this will be for the benefit of the community
- Publicity must take place acknowledging the award provided by Uttlesford District Council
- Any unused grant must be returned to Uttlesford District Council
- An end of project report with photographs must be submitted to the Council within six months of project completion

In addition, all projects **must** follow national legislation, guidance and good practice in relation to:

- Equality and diversity
- Health and safety
- Safeguarding

**What supporting documentation is required?**

- A copy of organisation's constitution or mission statement (except parish councils)
- A copy of latest accounts (audited if available)
- A quote for the project costs
- Details of the methodology used to calculate carbon dioxide savings or capture

**Committee:** Scrutiny

**Date:** Thursday, 22  
September 2022

**Title:** Economic Recovery Delivery Plan Year 2  
2022/23

**Portfolio  
Holder:** Cllr Neil Reeve

**Report  
Author:** Linda Howells – Economic Development  
Manager  
Angela Knight – Assistant Director – Business  
and Change Management

**Key decision:** No  
N

---

## Summary

1. The Council approved a £1 million Economic Recovery Plan over 3 financial years, April 2021 to March 2024 to support businesses to recover from the COVID-19 pandemic.
2. Year 1 delivery was impacted by the prolonged effect of the COVID-19 pandemic and the Economic Development Team's involvement with the processing of business support grants throughout the 2021/22 year. Unspent Year 1 allocated funds were carried over to Year 2.
3. The Year 2 Economic Recovery Delivery Plan was delayed as the Economic Development Team were tasked with the development and submission of an Investment Plan for £1 million of UK Shared Prosperity Fund, which has now been submitted.

## Recommendations

4. To note the proposed year 2 Delivery Plan for 2022/23.

## Financial Implications

5. The Economic Recovery fund of £1 million is in place to support the Delivery Plan.

## Background Papers

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

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

## Impact

7.

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

8. The UK's economic situation has been impacted by both national and international factors and now faces a challenging environment with inflation at 10.1% in July 2022 and expected to continue to increase, alongside a cost of living crisis and a slide into recession in the next few months, according to the Bank of England.
9. Businesses are also reporting serious recruitment difficulties and problems with supply chains and getting goods into the UK.
10. It would have been expected that the Economic Recovery Plan would evolve and move from short term activities into a longer-term approach with a renewed focus on economic growth.
11. The current economic situation requires the Delivery Plan to address the need to support the businesses most likely to be hit the hardest by the recession, including those who provide goods or services that might be considered luxuries as disposable income is squeezed.
12. However, there is no certainty about the sectors that will be the hardest hit and so the Delivery Plan needs to be focused on how it supports businesses through whatever challenges they face in the next few months.
13. The Year 2 Delivery Plan also needs to address local issues including the need for commercial premises for growing businesses or those moving into the district, and start-up hubs for new businesses.

14. The original Delivery Plan 2021/2022 identified five priority areas of work, each contained objectives. Appendix 1 contains the details of the priorities and the objectives
15. The Delivery Plan for 2022/23 uses the same framework but includes projects offering free skills and training, specialist business support, small grants to assist with a range of challenges, and some larger projects to start planning for the future. The Delivery Plan is attached as Appendix 2.
16. The Delivery Plan now also includes the Corporate Plan Delivery Plan actions to provide the corporate framework.
17. Appendix 3 includes the total funds allocated to each objective in the Delivery Plan 2022/23.

### Appendices

Appendix 1 – Delivery Plan Priorities and Objectives

Appendix 2 – Delivery plan

Appendix 3 – Funding profile by Priority and Objective

Appendix 4 – Year 1 Delivery Plan updates

### Risk Analysis

18.

Risk	Likelihood	Impact	Mitigating actions
Recruitment of two new staff members may be unsuccessful	3 - Recruitment issues are widely impacting on local and national economy.	Restricted staff resources will impact on delivery	Need to commission external delivery of some projects
Government plans to support business need to be delivered at local level as priority over local plans	2 – new prime Minister and Cabinet in early September will set out plans to deal with current crisis	Restricted staff resources will impact on delivery	Review of activities to identify local priorities in light of national plans and amend Delivery Plan as required.

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 – Delivery Plan Priorities and Objectives**

### **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

Economic Recovery Delivery Plan 2022/23					
Priority 1 Business Engagement and Support					
Objective 1.1 - Support businesses already located in Uttlesford district					
Task	Responsibility	Target	UDC ED Staff Resources	Cost	External Funding
Engage and support business networks and individual businesses 1 – 2 – 1 contact by telephone / email.	All Business Support Officers (BSOs)	Evidence of regular contact with business networks inc. SWBID, GDTT, SBF, SACC and email contact via business@uttlesford.gov.uk in 2022/23	1 permanent BSO  2 BSOs - on fixed term contracts	£39,500 in 21/22 £95,000 in 23/24 £50,000 in 24/25	
Referrals to specialist business support agencies including ARG funded / NEEB procured BEST Growth Hub	BSOs	No. referrals made to specialist business support agencies in 2022/23  No. local businesses supported by 31/3/2023 No. onward referrals to other programmes of support by 31/3/2023	Existing		BEST Growth Hub Business Navigators funded by ARG / NEEB procurement - UDC contribution £125k
Monitor performance of business support initiatives funded by ARG, procured by NEEB, delivered in NEEB area. 1. Colbea - How to start importing / exporting 2. LDB - Debt and Finance Advice	EDM	No. Uttlesford business supported in 2022/23	Existing		NEEB top sliced funds from ARG grant monies supporting additional resources for businesses across North and Mid Essex – NEEB additional support contract expires end Feb 2023. UDC contribution - £125k
Deliver Business Innovation and Support Scheme - 50% matched funding up to maximum grant of £5k.	BSO	No. grants provided against 4 different funding streams: 1. Growth and Increased Productivity 2. Enterprise and Innovation 3. High Street Premises Enhancement 4. Environmental Sustainability	Existing	£50,000	
Support delivery of Business Support Day in Saffron Walden	BSO	No. businesses and residents who attended event in SW town centre in September 2022	Existing	£1,000	BEST Growth Hub Business Navigator involved, Lo-Case, LDB Group, Colbea and NEEB to all be invited to attend and offer support.
Delivery of business survey to identify current needs of local businesses and how the ED Team can support them.	BSO	Business survey completed by end Dec 2022, Agreed actions added to this Delivery Plan	Existing	£8,000	
Deliver Annual Business Breakfast as part of programme of events including business awards	EDM	Annual Business Breakfast delivered by 31/3/2023	Existing	£7,000	
Deliver "Business4Uttlesford" meetings across district on a quarterly basis with Cllr Reeve in attendance	EDM	Quarterly meetings held, starting in October 2022	Existing	£2,000	
Sponsorship of and attendance at Check-in@stansted with LoCase and BEST Growth Hub	BSO	Postponed until 29 June 2023	Existing	£2,000 paid in 2021/22	
Lead on delivery of the UK Shared Prosperity Fund Investment Plan, working with Communities Team and external partners	EDM	Investment Plan submitted, awaiting approval. Delivery will start immediately, scheduled for October 2022.	Existing		£1 million grant to spend by 31/3/2025 £20k additional funds to be received on approval of Investment Plan
Continue to lobby for cardboard recycling service in Uttlesford district as this is an important issue for many businesses causing much complaint and concern.	EDM	UDC to provide a waste recycling service for commercial customers	Existing		
		<b>TOTAL 2022/23</b>		<b>£107,500</b>	

Objective 1.2 - Support businesses in sectors hardest hit by the COVID-19 pandemic					
Task	Responsibility	Target	UDC Resources	Cost	External Funding
<b>CPDP Active place maker for our towns and villages</b> <b>5f Work with the airport to increase local airport-based employment opportunities</b>					
Effective re-engagement with the airport, developing relationship and offering support	EDM	Build relationship and offer support	Existing		
Promotion of job opportunities	BSO	Regular promotion of job opportunities including those at the airport	Existing		
<b>CPDP Active place maker for our towns and villages</b> <b>5b Increase tourist spend</b>					
Ensure maintenance of the "Discover Uttlesford" website, and monitor the usage of the site. Make changes as required to reflect learnings from monitoring data	BSO	Website updated during the year to reflect seasonal changes and in response to monitoring data.	Existing	£2,500	
Deliver tourism marketing campaign targeting both Uttlesford residents, via social media, and visitors from up to 2 hours drive away using print advertising and influencers.	BSO	1. Delivery of targeted print ads and influencers to target London market. 2. Targeted print advertising to target visitors from up to 2 hours drive away. 3. Delivery of social media targeting local residents	Existing	1. £10,000 2. £2,000 3. £1,000	
Work with partners to keep dscvr app up to date for the four individual sites, and extend content to include the nearby villages. Promote the app including in car parks, and monitor usage, making changes if required.	BSO	1. Delivery of social media advertising. 2. Delivery of print advertising 3. installation of banners and posters in car parks to promote use of the dscvr app to all visitors.	Existing	1. £1,000 2. £1,000 3. £2,000	
Deliver competitions across district to engage local residents, to promote the district and for use on the website and app.	BSO	1. Delivery of photo competition in Autumn 2022. 2. Trail based competition via the dscvr app.	Existing	£1,000 for two competitions	
Continue to grow Discover Uttlesford photo library	BSO	Increase number of photos in the library.	Existing	£2,000	
Encourage all UDC Members and staff to use photos of the district as background to virtual meetings by providing a library of seasonal photos to support the Discover Uttlesford campaign.	BSO	Promote the use of the photos to Members and staff.	Existing		
Be an active member of Visit Essex	BSO	Ongoing		£2,260	
Keep Visit Essex website up to date with Uttlesford events / venues etc.	BSO	Ongoing until 31/3/23	Existing		
To improve the profile of Uttlesford tourism sector businesses. Fund upgraded membership for 15 Uttlesford businesses that are currently members of Visit Essex. Fund free annual membership to local tourism sector businesses who are not currently members on a first come first served basis.	BSO	No. businesses whose membership was upgraded. No. businesses who have become members of Vist Essex.	Existing	£20,000	
Build awareness of the Ride London event and the benefits of participation to appropriate local businesses	BSO	No. businesses whose membership was upgraded.	Existing		
Commission Destination Research to provide 2021 Value and Volume report for Uttlesford district	BSO	Report to establish state of tourism sector in 2021	Existing	£1,450	
Commission Destination Research to deliver a listening exercise with people who do not visit Uttlesford to identify the reasons, and actions that could be taken to increase visitor numbers.	BSO	Research completed and report submitted to UDC.	Existing	£9,700	
Work with internal colleagues on the development of a Cultural Strategy following work for the Cultural, Arts and Creativity Baseline assessment which was produced in 2021/22	EDM	Cultural Strategy in place and future actions identified.	Existing		
Review brown road signs, rationalise, ensure sense and appropriate signs are in place	BSO	Review of existing signs and costed plans for any future changes in place.	Existing		
		<b>TOTAL</b>		<b>£55,910</b>	



Objective 1.3 - Foster the development of existing town centres as vibrant locations for business and leisure					
Task	Responsibility	Target	UDC Resources	Cost	External Resources
<b>CPDP Active place maker for our towns and villages</b> <b>5a Protect and grow our town centres as economic hubs</b>					
<b>MASTERPLANNING</b>					
Saffron Walden	EDM / BSO	Master planning consultants commissioned and work underway	Existing	£50,000	
Great Dunmow	EDM / BSO	Master planning consultants commissioned and work underway	Existing	£50,000	
Attendance at Safety Advisory Group meetings for events in town centres as required	BSO	Attendance at meetings as required	Existing		
Membership of the DIZ Special Interest Group for High Streets	EDM and BSO	Delivery of DIZ SIG Action Plan - collection of town centre data, digital tech in car parks, online platforms, place making apps	Existing		
Attendance at UK Innovation Corridor High Streets Forum	EDM and BSO	Ongoing attendance at meetings	Existing		
Monitor HUQ footfall data	BSO	Reports identifying matters of interest to be produced.	Existing		
Research into other data streams that would support the town centres which may include spend data.	BSO	Identification of additional data streams	Existing		
Grants to improve appearance of premises in the town centres - see Business Innovation and Support Scheme (Line 19 above)					
Investigate the potential for a multi-user studio/retail space in Saffron Walden.	EDM	A plan is in place to establish a multi-user studio / retail space.	Existing	£50,000	
<b>DAY TO DAY SUPPORT / EVENTS</b>					
<b>Saffron Walden</b>					
Repurposing large building in SW town centre - mixed use, hot desk, public sector services, business start-up support	EDM / BSO	Identify suitable large empty premises in the town centre that needs repurposing. Produce business plan for the project	Existing	TBC (subject to business case and available property)	
<b>Great Dunmow</b>					
Support Great Dunmow Town Team to deliver events	EDM / BSO	Attendance at meetings and appropriate support provided	Existing		
Great Dunmow market - signage and promotion	BSO	New signage in place and promotional campaign delivered	Existing	£1,500	
<b>Stansted Mountfitchet</b>					
Attendance at Economic Development Working Group / SBF	BSO				
		<b>TOTAL - TOWN CENTRES</b>		<b>£151,500</b>	
<b>CAR PARKS</b>					
<b>CPDP Active place maker for our towns and villages</b> <b>4b Implement programmes to reduce airport related village fly parking</b>					
Manage delivery of Car Park Review to be completed by September 2022	EDM	Completed Car Park Review with recommendations. By end September 2022	Existing		£80k from NEPP
Deliver agreed actions from car park review including income generation opportunities and energy generation opportunities	BSO	Actions plan in place by end Sept 2022 agreed actions completed by end March 2023	Existing		Balance of above NEPP funds for TROs
Commission research into car park management options	EDM	Options paper produced by end 2022		£2,500	
NEPP performance management meetings at least quarterly	EDM	Attendance at scheduled SLA bi-monthly performance meetings	Existing		
Day-to-day management of the car parks, including maintenance, appearance and ease of use.	BSO	Officer in post	BSO works 18.5 hours per week on fixed term contract until 28/2/2023	£24,000	
Deliver the planned upgrade of ticket machines in Council's car parks	BSO	Upgrade of all car park ticket machines completed by 31/03/2023	£92k capital monies set aside to cover costs.		
Promotion of MPermit app to purchase car park tickets	BSO	Increase in number of MPermit ticket sales as % of total pay and display ticket sales		£2,000	
Car park incentives promotions through MPermit	BSO				
Black Friday car park promotion to support town centres	BSO	Free or reduced car parking in town centres on Black Friday or that weekend. A report to be submitted in september with options.			Loss of income
Tariff board upgrades and refresh	BSO	As part of Car Park Review actions			
Regular inspections of car parks and risk assessments completed	BSO	As part of Car Park Review actions			
Evaluate TRO applications in Aug / Sep 2022	BSO	Applications evaluated for decision-making at October NEPP JMC meeting	Existing		
Town centre maps inc way finding, signage in car parks	BSO	New signage installed in key car parks	Existing	£10,000	
		<b>TOTAL - CAR PARKS</b>		<b>£38,500</b>	
		<b>TOTAL - TOWN CENTRES + CAR PARKS</b>		<b>£190,000</b>	

Objective 1.5 – Work with partners to ensure the residents and businesses across the district benefit from the delivery of superfast broadband					
Task	Responsibility	Target	UDC Resources	Cost	External Funding
<b>CPDP Champion for our District 1f Work with ECC and hold them to account to deliver rural superfast broadband in our district</b>					
Monitor the delivery of the Gigaclear full fibre to the premises contract	EDM	Contract expiry date is 30/09/2022 - now extended to end November 2022 Target of 95.6% of premises have at least superfast broadband available	£500,000 contract contribution – previously agreed		
Work with ECC to identify potential solutions for the remaining 5% who will not have access to at least superfast broadband by the end of September 2022	EDM	Identify number and location of premises without access to superfast broadband by end 2022. Identify available options.		Capital previously approved £100,000 Revenue £10,000	ECC / SFE / Digital Connectivity Strategy
Attendance at Digital Essex Steering Board	EDM	Quarterly meetings	Existing		
Collaborative working within the Essex + Herts Digital Innovation Zone (DIZ) to ensure local residents and businesses enjoy maximum benefit from superfast / gigabit broadband installation	EDM	Development and delivery of DIZ plans	Existing	£10,000	
Attend 5G and mobile telephony planning meeting in August 2022 and report back.	EDM	Identified current position and future options	Existing		
Promote and monitor performance of NEEB Digital Skills for Business workshops - to provide digital and e-commerce support to local businesses to include webinars, diagnostics and 1 – 2 – 1 advice.	BSO	No. business supported up to 31/3/2022  No. businesses safeguarded up to 31/3/2022	Existing		NEEB top sliced funds from ARG grant monies. Project life - 1/9/2021 - 31/3/2022
Increase availability of high-speed gigabit broadband in the district	EDM input through Digital Essex Steering Board		Existing		
Deliver "Uttlesford Digital Week" in October 2022 - to include free workshops sessions on video production, social media support, website development and digital marketing and a linked grant scheme	BSO	Uttlesford Digital Week delivered in October 2022. Grants of up to £2500	Existing	£40,000	
Promote CVSU Digital inclusion project					
		<b>TOTAL</b>		<b>£60,000</b>	
Objective 1.4 – Support business start-ups and pre-starts.					
Task	Responsibility	Target	UDC Resources	Cost	External Funding
Update Business Start-Up Guide as required and distribute to business start-ups and pre-start-ups	BSO	Guide produced by 30/7/2021	Existing		
Send Business Start-up guide and covering letter to all new enterprises listed by Banksearch on their monthly return	BSO	Info sent to all business start-ups from 1/4/2022	Existing	£1,000	
Pop up shops and market stalls, including craft, teenage, artisan, new businesses	BSO	Delivery of a programme of markets across the district, incorporating business support services and cost of living advice for residents	Existing	£20,000	
Promote and monitor performance of NEEB procured First Steps to Start-Up Success for pre start-ups and start up businesses (residents and businesses) support project	BSOs	No. Uttlesford pre-start / start-ups engaged with initiative.	Existing		NEEB top sliced funds from ARG grant monies. Project delivered by Colbea.
The Rebel Business School after expiry of NEEB project	BSO	1 week face to face course delivered in the district	Existing	£25,000	
Incubator hubs and wraparound business support	EDM				
		<b>TOTAL</b>		<b>£46,000</b>	

Priority 2 – Information, Advice and Guidance					
Objective 2.1 – Promotion of national, regional, county and local initiatives					
Task	Responsibility	Target	UDC Resources	Cost	External Funding
Keep Council's business website up to date www.uttlesford.gov.uk/business to ensure that all Council departments that work with local businesses provide quality 'of the moment' information with communication that is easy to access, relevant and helpful.	BSO working with all UDC departments whose work impacts on local businesses	Refresh of website completed to reflect "new normal" and needs of local businesses by 30/9/2021	Existing		
Ensure that www.uttlesford.gov.uk resident website has appropriate information and links to assist any resident to develop skills, start or run a business.	BSO	Evidence of relevant information included on UDC resident website	Existing		
Produce a series of informative e-newsletters.	BSO working with UDC Communications Team	Minimum of 12 e-newsletters during the year	Existing		
Use social media and press releases to disseminate information as widely as possible	BSO working with town / parish councils	Evidence of use of social media and press releases to disseminate appropriate and relevant information	Existing		
Work with town / parish councils and village groups to disseminate communications as widely as possible. Currently 3 parish magazines receive materials directly from UDC to disseminate through their local media routes.	BSO / Ward Members	To increase number of parish magazines that directly receive information from UDC to disseminate via local magazine, social media groups etc. by 31/3/2023	Existing		
Use newspaper advertising to promote key messages and reach a wider audience.	BSO	Monthly newspaper adverts in Saffron Walden Reporter and Dunmow Broadcast	Existing	£7,000	
Arrange for promotional advertising to be included in the Archant Residents' Quarterly magazine which became Essex Living magazine in Summer 2022	BSO	Evidence of quarterly adverts	Existing	£2,500	
Share NEEB Communications and promote all NEEB procured business support projects, and projects to support residents back into work	BSO / Communications Team	To promote NEEB business support activities	Existing		NEEB top sliced funds from ARG grant monies. Project life - 1/9/2021 - 31/3/2022
		<b>TOTAL</b>		<b>£9,000</b>	
Objective 2.2 Provision of information, advice and guidance to local businesses, start-ups and potential businesses					
Task	Responsibility	Target	UDC Resources	Cost	External Resources
Updated Business Support Guide up for distribution with business rates bills	BSO	No. Business Support Guides posted out with Business Rates bills in March 2022	Existing		
Updated business support newsletter sent out with Council Tax bills, particular focus on home-based businesses and business start-ups	BSO	No. Business support newsletters posted out with Council Tax bills in March 2022	Existing		
Business Start-Up Guide produced and promoted as part of the business start-up actions included in see Objective 1.4	BSO	Guide produced and available through website and advertised through communications channels	Existing		
		<b>TOTAL</b>		<b>£0</b>	
Priority 3 – Skills and Training					
Objective 3.1 – Provision and promotion of initiatives to support local residents into work					
Task	Responsibility	Target	UDC Resources	Cost	External Resources
Work with partners (Harlow DC, Epping Forest DC) to provide Developme project(website and app) to support employability and job searching, being job ready skills	BSO	No. residents engaged with website resources by 31/3/2022	Existing	£12,000	
Promote all projects that offer support to unemployed and economically inactive residents including transitions, Touchpoint and other community hub projects	EDM	Evidence of promotional activity	Existing		
Promotion of Essex Jobs and Apprenticeships Fair	BSO	Evidence of promotional activity	Existing		ECC Skills Commissioner leading
Work with partners (Harlow DC, Tendring DC, ECC, DWP) to provide HGV driver training project	EDM	13 HGV drivers successfully completed training. Funds per resident.	Existing	£30,000	
Promotion of NEEB procured training for residents - Work related in construction, health and social care, warehousing and digital skills	BSO	No residents engaged / completed the training and in work placement in 2022/23	Existing		ARG top slice, NEEB procured and managed contracts. Delivered by bion Holdings
Promotion of NEEB procured training for residents - Kickstart your career in tech	BSO	No. residents engaged / completed training and in work placement in 2022/2023	Existing		ARG funded, NEEB procured. Delivered by Tech Talent
		<b>TOTAL</b>		<b>£42,000</b>	
Objective 3.2 Promote and support initiatives to help young people into work					
Task	Responsibility	Target	UDC resources	Cost	External resources
Promotion of apprenticeships schemes to help people back into work	BSO	Evidence of promotional work	Existing		
		<b>TOTAL</b>		<b>£0</b>	

Objective 3.3 Promotion of skills and training initiatives, including digital skills					
Task	Responsibility	Target	UDC Resources	Cost	External Resources
Promote and monitor performance of of ARG funded, NEEB procured Get Online (Unemployed Residents) Digital Support Project for beginners	BSO	No. residents supported in 2022/23	Existing		ARG top slice, NEEB procured and managed contracts. Delivered by We Are Digital.
Promotion of Essex Opportunities and SELEP's South East Skills websites which contains all training and skills offers	BSO	Evidence of promotional activity by 31/3/2023	Existing		
		<b>TOTAL</b>		<b>£0</b>	

#### Priority 4 - Creating Jobs / Inward investment

Objective 4.1 Support the sustainable growth of existing businesses					
Task	Responsibility	Target	UDC Resources	Cost	External Resources
Refresh the Business Development Business Rates Discount Scheme to support the sustainable growth of existing businesses	EDM	Scheme in place No. applicants 2021/22 No. successful applicants 2021/22	Existing - £60,000 from Economic Development Reserves		
Investigate the value of an Uttlesford Opportunities programme, based on the Haven Gateway delivered pilot project in Harlow. This provides training support to local SMEs to help them to bid for contracts	BSO	Cost to deliver project requested from Haven Gateway but unlikely to be delivered until pilot is evaluated.	Existing	£5,000	
		<b>TOTAL</b>		<b>£5,000</b>	

#### Objective 4.2 Increase inward investment

Task	Responsibility	Target	UDC Resources	Cost	External Resources
<b>CPDP Active place maker for our towns and villages</b> <b>5c Support the creation of amenities that stimulate and facilitates local businesses, such as enterprise zones, business parks, office blocks, industrial areas, and start-up hubs</b>					
Lobby to ensure that the Northside development contains smaller business units and business start-up units.	EDM		Existing		
<b>CPDP Active place maker for our towns and villages</b> <b>5d Support the expansion and promotion of key relevant employment sectors for the district</b>					
Develop an Economic Development Strategy to cover the period 2023 - identifying key employment sectors in the district	EDM				
<b>CPDP Active place maker for our towns and villages</b> <b>5e Work with partners to promote the economic opportunities of the UK Innovation Corridor (previously known as London - Cambridge Innovation Corridor), Stansted Airport and our main transport corridors</b>					
Membership of the UK Innovation Corridor	EDM	Ongoing participation	Existing	£10,000p.a.	
Active participatin in Innovation Core, and the development of a new Economic Development Strategy	EDM	Ongoing participation	Existing	£5,000 pa	
Keep the Innovation Core – prospectus and webiste up to date with available commercial land and development opportunities in Uttlesford district and trade shows	EDM	Prospectus and website kept up to date	Existing		
Ensure commercial land is identified in the Local Plan	EDM	Ongoing collaboration with Local Plan Team to include commercial land	Existing		
Continue to build business case for business incubator hubs potentially suitable locations, and ensure inclusion in Local Plan	EDM	Ongoing collaboration with Local Plan Team to include commercial land, start up units.	Existing		
		<b>TOTAL</b>		<b>£15,000</b>	

Priority 5 – Creating a “greener” local economy					
Objective 5.1 Support local businesses to address Climate Change issues					
Task	Responsibility	Target	UDC Resources	Cost	External Resources
<b>CPDP Progressive Custodian of our Rural Environment</b>					
<b>1h Recognise the district's "greenest" businesses and developers</b>					
Deliver green business awards - see programme of events on Line 22 above	EDM	Green categories in business awards in 22/23	Existing		
Promote LoCase – grants programme for green projects – expiry March 2023	BSO	Evidence of promotion	Existing		LoCase grants - max grant is £10k
Promote and monitor performance of NEEB procured Low Carbon Sustainability project	BSO / EDM	Evidence of promotinal activity No. businesses engaged with project	Existing		Funded by ARG, procured by NEEB. Delivered by Colbea.
Work with partners to deliver the Air Quality project in Saffron Walden	EDM	Business Engagement, communications, Zero emission deliveries, E-cargo bikescommunity hire scheme (Audley End and Great checterford rail stations), town centre parking, energy audits	Existing		£500k funding for project. Project management team will lead on most projects
Attendance at Lo-Case Sustainability event with Essex Wildlife Trust in Barnston on 21/4/2022	BSO	Attendance and engagement with Uttlesford businesses who are attending	Existing staff resources		
Promote the Essex Climate Action Commission Action Pack for businesses	BSO				
		<b>TOTAL</b>		<b>£0</b>	
<b>Objective 5.2 Support the growth of businesses to maximise the opportunities of the green economy</b>					
Task	Responsibility	Target	UDC Resources	Cost	External Resources
Promotion of Essex Retrofit Academy and their services to incentivise local businesses to become approved to deliver retrofitting services	BSO	Evidence of promotinal activity	Existing		
Business Innovation and Support Scheme including grants is included on Line 22 above	EDM	No. Businesses with grants under the relevant stream.			
		<b>TOTAL</b>		<b>£0</b>	
<b>Objective 5.3 – Research and develop plans to grow the green economy in Uttlesford</b>					
Task	Responsibility	Target	UDC Resources	Cost	External Resources
Evaluate proposals identified in University of Cambridge students' report - listed at the end of this section*	EDM		Existing		
Promote the iConstruct project re: new methods of construction	BSO	Evidence of promotional work	Existing		
		<b>TOTAL</b>		<b>£0</b>	

## Appendix 3

### Spend Profile for 2022/23

Spend Profile by Priority and Objective	
Priority / Objective	Proposed Spend 2022/23
<b>Priority 1 – Business Engagement and Support</b>	
1.1 Support businesses already located in Uttlesford district	£107,500
1.2 Support businesses in sectors hardest hit by the COVID-19 pandemic	£55,910
1.3 Foster the development of existing town centres as vibrant locations for business and leisure	£190,000
1.4 Support business start-ups and pre-starts	£46,000
1.5 Work with partners to ensure the residents and businesses across the district benefit from the delivery of superfast broadband	£60,000
<b>PRIORITY 1 TOTAL</b>	<b>£459,410</b>
<b>Priority 2 – Information, Advice and Guidance</b>	
2.1 Promotion of national, regional, county and local initiatives	£9,000
2.2 Provision of information, advice and guidance to local businesses, start-ups and potential businesses	£ 0
<b>PRIORITY 2 TOTAL</b>	<b>£9,000</b>
<b>Priority 3 – Skills and Training</b>	
3.1 Provision and promotion of initiatives to support local residents into work	£42,000
3.2 Promote and support initiatives to help young people into work	£ 0
3.3 Promotion of skills and training initiatives, including digital skills	£ 0
<b>PRIORITY 3 TOTAL</b>	<b>£42,000</b>
<b>Priority 4 – Creating Jobs / Inward investment</b>	
4.1 Support the sustainable growth of existing businesses	£ 5,000
4.2 Increase inward investment	£15,000
<b>PRIORITY 4 TOTAL</b>	<b>£20,000</b>
<b>Priority 5 - Creating a “greener” local economy</b>	
5.1 Support local businesses to address Climate Change issues	£ 0
5.2 Support the growth of businesses to maximise the opportunities of the green economy	£ 0
5.3 Research and develop plans to grow the green economy in Uttlesford	£ 0
<b>PRIORITY 5 TOTAL</b>	<b>£ 0</b>
Costs of management of Delivery Plan	£3,000
<b>OVERALL TOTAL</b>	<b>£533,410</b>

## Appendix 4

### Economic Recovery Plan Delivery Plan 2021/22 Economic Development Team Performance Report as at end March 2022

#### Priority 1 Business Engagement and Support

##### Objective 1.1 - Support businesses already located in Uttlesford district

Task	Responsibility	Target	UDC Resources	External Funding	End March 2022
Engage and support business networks and individual businesses 1 – 2 – 1 contact by telephone / email.	All Business Support Officers (BSO)	Evidence of regular contact with business networks inc. SWBID, GDTT, SBF and email contact via business@uttlesford.gov.uk in 2021/22	1 permanent BSO  1 additional BSO on 2 yr contract until 31/3/2023 - £42,850 inc. on costs p.a.		Regular contact with SWBID on matters relating to the SW town centre. Support given to GDTT by BSO including attendance at TT meetings and social media support. EDM and BSOs on Dunmow TT WhatsApp group with key information for businesses regarding grants etc.and answering questions Attendance at meetings and email contact with SBF regarding grants and initiatives relevant to Stansted businesses. Emails with info to SACC.  432 business contacts via business@uttlesford.gov.uk email address inb the year 2021/22
Referrals to specialist business support agencies including BEST Growth Hub	BSOs	No. referrals made to specialist business support agencies in 2021/22  No. local businesses supported by 31/3/2022  No. onward referrals to other programmes of support by 31/3/2022	Existing	BEST Growth Hub funded through external resources.  NEEB top sliced funds from ARG grant monies supporting additional resources for businesses across North and Mid Essex – NEEB additional support 1/9/2021 - 31/3/2022	27 referrals made to BEST since 1/4/21, UDC is 5th out of 14 Essex authorities for referrals to BEST.  60 business supported by BEST 01/04/21 - 31/03/21
Work with businesses to develop additional business networks across the district	BSO	Minimum of 1 additional business network in place by 31/3/2022	Existing		Moved to year 2
Continue to promote the online e-commerce platform www.clickitlocal.co.uk	BSO	Growth in the no. of Uttlesford businesses on the platform by 31/3/2022  Baseline – 1/4/2021 – 69 stores	£5k for future advertising		Click it Local ceased trading in March 2022 as business model no longer viable. It had worked well in Uttlesford with £112,560 in revenue being raised for Uttlesford businesses on the platform as of 26.11.21
Deliver www.clickitlocal.co.uk promotion to 1100 Woodlands estate households in Great Dunmow to encourage local residents to shop local	BSOs	No. of Woodlands discount vouchers used by 31/7/2021	£200 for delivery of leaflets	ClickitLocal covering cost of £5 discount voucher	Completed but only one voucher redeemed.
Work with BEST Growth Hub to promote and deliver virtual drop-in session for local businesses	BSO	No. drop in sessions delivered by 31/3/2022	Existing	BEST Growth Hub own resources	Virtual drop-in session held on 10th September but no attendees. Will consider face to face option.
Deliver Annual Business Breakfast	EDO	Annual Business Breakfast delivered by 31/3/2022	£3k		Moved to year 2
Participate in LoCase - Sustainability day with Essex Wildlife Trust, near Barnston	BSO				BSO attended Sustainability Event. Engaged with some local businesses although limited amount of Uttlesford businesses present.
<b>TOTAL</b>			<b>£51,050</b>		

Objective 1.2 - Support businesses in sectors hardest hit by the COVID-19 pandemic					
Task	Responsibility	Target	UDC Resources	External Funding	End March 2022
Administer the Additional Restrictions Grant scheme	BSO	Current ARG funds exhausted by 30/6/2021 ECC ABS exhausted by 31/7/2021 Final tranche of ARG exhausted by 31/3/2022	Existing	Total ARG funds from Government - £3,551,970 Funds received from ECC treated as ARG - £222,235.55	Additional Restrictions Grant (ARG) scheme expired on 31/3/2022. All funds (£4 million) paid out as business support grants to local businesses.
Administer-Essex Business Adaptations Fund	BSO	Grant monies exhausted by 31/12/2021	Existing	Grant monies received to date £968,742.98 from ECC	Closed 31/12/2022 £1,599,223.39 paid out to 410 businesses. 718 applications received. 635 paid. 3 outstanding - no funds left to pay.
Develop and deliver plan to support the aviation and transport sector and the supply chain	EDO	Plan produced and delivered by 31/3/2022	Existing	ARG funds	Aviation and transport companies received ARG grants and are included in the figures above.
Establish Visitor Economy Forum and develop and deliver a plan with short term and medium-term actions to support the sector	BSO	1 <sup>st</sup> meeting of Forum held by 31/7/2021	Existing staff resources		Moved to year 3 to maximise impact of year 2 work with this sector
Develop photo library	BSO	1 <sup>st</sup> round of photos produced by 31/7/2021 Additional seasonal photos added by 31/3/2022	£10k		Photo library developed to include a range of seasons.
Develop "Visit Uttlesford" website	BSO	Website launched by 31/8/21	£5k		Website launched 09.03.21
Develop and deliver a "Visit Uttlesford" branding and marketing campaign	BSO	By 31/3/2022	£10k		Procurement for marketing campaign completed and commenced with virtual launch of website and development of town centre videos.
Investigate potential for ONS "Get outside" and "Telling Stories" mobile applications	BSO	By 31/3/2022	£5k		No longer being progressed by Visit Essex.
Keep Visit Essex website up to date with Uttlesford events / venues etc.	BSO	Ongoing until 31/3/22	Existing		Ongoing work to keep website updated.
Be an active member of Visit Essex	BSO	Ongoing	Annual SLA £2,260		Membership in place
Work with SWTIC on joint projects - development of day / weekend itineraries for visitors	BSO	Day / weekend itineraries produced by 31/8/21	Existing staff £5k budget for paid input		UDC and SWTIC had a joint stall at the Excursions exhibition 19/03/21.
Work with partners to develop a Levelling Up Fund bid to install cycle routes across the district, linking key sites	EDO and BSO	Project framework in place by 31/3/2022	Existing Climate Change Project Officer Local Plan officers		Not proceeding in 21/22
		<b>TOTAL</b>		<b>£35,000</b>	



Objective 1.3 - Foster the development of existing town centres as vibrant locations for business and leisure					
Task	Responsibility	Target	UDC Resources	External Resources	End March 2022
Management of Re-opening the High Street Safety Fund / Welcome Back Fund	EDO	Ensure Grant Action Plan (GAP) approved and funds spent in line with the GAP – expiry 31/3/2022 Ensure 1/4ly claims submitted on time.	Existing	£161,618	Final claim submitted on time 31/03/22
Advise businesses in commercial centres in Saffron Walden, Great Dunmow and Stansted Mountfitchet to ensure compliance with Government COVID-19 restrictions and deliver communications campaigns to reassure residents of measures in place for their safety. Post to be funded from 1/7 by Environmental Health. Contract expiry date not yet set.	RHSS funded Information and Communications Officer	Compliance of businesses in Saffron Walden, Great Dunmow and Stansted Mountfitchet with Government restrictions.  Residents appear confident to return to town centres – shown by footfall figures		RHSS / WBF grant to cover all expenses until end of contract 30/6/2021	Information and Communications Officer in post from 30/11/2020 - 30/6/2021
Delivery of WBF communications campaigns	BSO with Comms Team	Delivery of agreed funded actions	Existing BSO	WBF £20k inc. Information and Communications Officer until 30/6/2021	Public facing and business facing campaigns delivered
Commission specialist business to measure footfall	EDO	Delivery of agreed funded actions.		WBF £11k	Footfall monitoring contract in place. Dashboard live 01/04/22
Provision of hand sanitiser stations	EDO	Delivery of agreed funded actions		WBF £500	Hand sanitiser stations provided in Saffron Walden and Stansted Mountfitchet
Refurbishment of landscape area in Saffron Walden town centre	EDO	Delivery of agreed funded actions		WBF £20k	Rejected for funding by WBF. Not delivered.
Repair and repaint street furniture and public toilets in Great Dunmow and Thaxted	EDO	Delivery of agreed funded actions		WBF £25k	Rejected for funding by WBF. Not delivered.
Installation of additional benches and picnic tables in Stansted and Thaxted	EDO	Delivery of agreed funded actions		WBF £16k	Delivered
Installation of new planters in SW town centre	EDO	Delivery of agreed funded actions		WBF £5k	Delivered
Installation of planters in Lower Street, Stansted Mountfitchet	EDO	Delivery of agreed funded actions		WBF £10k	Delivered
Purchase of Xmas lights in SM and banners and lights in Thaxted	EDO	Delivery of agreed funded actions		WBF £2k	Delivered
Delivery of "Welcome Back" events in Dunmow, Stansted and SW	EDO	Delivery of agreed funded actions		WBF £15k	Delivered in Saffron Walden
SWBID promotional campaign	EDO	Delivery of agreed funded actions		WBF £10k	Delivered
SW resident consultation re future of town centre pedestrianisation	EDO	Delivery of agreed funded actions		WBF £5k	Rejected for funding by WBF. Not delivered.
<i>Please note that shaded actions above are not approved but are included in the Grant Action Plan for the Welcome Back Fund. Approval decision will follow. If not approved, it will be possible for an amended Grant Action Plan to be submitted.</i>					
Attendance at Safety Advisory Group meetings re town centres	BSO	Attendance at regular meetings	Existing		Attendance as required.
Membership of the DIZ Special Interest Group for town centres	EDO and BSO	Production of action plan for future initiatives	Existing		EDM is Co-Chair, both EDM and BSO attend.
Work with GDTTC May Dunmow Prosper Group / GDTT/other stakeholders to develop longer term plan for Dunmow town centre	BSO	Master planning work underway by 31/3/22	£20k for specialist support in master-planning		Moved to years 2 and 3
Organisation and delivery of events in Great Dunmow, Stansted Mountfitchet and Thaxted – either by recruitment of officer or commission specialist services	BSO	Officer in post by 30/9/2021  No. events delivered in Great Dunmow town centre by 31/3/2022	£ 25k		BSO assisted GDTT with Christmas market. No other events held due to staff resources.
Officer support for Stansted Mountfitchet, Thaxted to develop longer term plans for those centres, build resilience		To be included in longer term plans			Moved to years 2 and 3
Attend and exhibit at ECC High Street Summit on 24/11/21	BSO	Attendance on 24/11, and exhibition stand	Existing		Attended by 2 BSO's
Day-to-day management of the car parks, including maintenance, appearance and ease of use.	BSO	Officer in post	BSO works 18.5 hours per week on fixed term contract until 28/2/2023 – cost of 21/22 year is £22,520 (inc on costs)		Ongoing day to day management of car parks
Deliver the planned upgrade of ticket machines in Council's car parks	BSO	Upgrade of all car park ticket machines completed by 30/9/2022	£92k capital monies set aside to cover costs.		Upgrade partially complete - 19 out of 37 machines upgraded. Theft and damage to machines changed plan and then upgraded machines suffered from a software problem, now resolved. New plan to be agreed soon.
Manage production of district wide car parking review to inform development of Car Parking Strategy	EDO / BSO	Commissioned specialists to start review in Autumn 2021, if Government restrictions have been lifted	Existing	£70k from NEPP to fund both pieces of work	Procurement started for review in 2022.
NEPP Partnership Agreement expires 31/3/2022 - liaise with all parties regarding proposed agreement form 1/4/2022	EDO	To report to Cabinet in December 2021	Existing		Draft Agreement in place. Final negotiations underway.
		<b>TOTAL</b>		<b>£67,520</b>	

Objective 1.4 – Support business start-ups and pre-starts.					
Task	Responsibility	Target	UDC Resources	External Funding	End March 2022
Promote The Rebel Business School pre-recorded webinars, tools and tips – free to access until 1/12/2021	BSOs	No. people accessing resources.		Part of national pilot to test project. 6 month contract from 2/6/2021 – 1/12/2021	National pilot has now ended. Results encouraging.
Produce Business Start-Up Guide to distribute to business start-ups and pre-start-ups	BSO	Guide produced by 30/7/2021	Existing		Guide finalised and printed. Used at networking events and digital version sent to budding entrepreneurs when contacting us.
Pop up shops and market stalls, including craft, teenage, artisan, new businesses	BSO	Minimum of one market in three main centres during the year	£10k		Moved to year 2
Work with ECC to consider their proposal for Essex Lockdown Entrepreneurs project	EDO	Project under consideration		? possible ARG top slice	No further updates from ECC, the lead agency
Promote NEEB funded Start-Up and pre start-up support project and refer businesses and potential start-ups as appropriate	BSOs	Evidence of promotion of scheme in communications and number of referrals	Existing	NEEB top sliced funds from ARG grant monies. Project life - 1/9/2021 - 31/3/2022	Contract started December 2021. Up to 31.03.21 1 Uttlesford residents was enrolled
Promote WSX (SELEP funded) business start-up project Starting and Succeeding in Digital					Promotional work is ongoing
Direct mailings of new businesses on Banksearch database	BSO	No. of direct mailings	Existing staff and Business start-up guide		Moved to year 2 due to staff resources
Research the feasibility of targeted projects e.g., Young Entrepreneurs Scheme, Women in Business, a project to target older residents who are now unemployed	BSOs	Evaluated proposals by 31/12/2021	Existing	ARG funds if projects are developed	ECC have started Women in Business project. Lack of staff restricted further UDC work.
		<b>TOTAL</b>		<b>£10,000</b>	

Objective 1.5 – Work with partners to ensure the residents and businesses across the district benefit from the delivery of superfast broadband					
Task	Responsibility	Target	UDC Resources	External Funding	End March 2022
Monitor the delivery of the Gigaclear full fibre to the premises contract	EDO	Contract expiry date is 31/12/2021 Target of 98% of premises have superfast broadband available	£500,000 contract contribution – previously agreed		Contract due to expire at end September 2022
Work with ECC to identify potential solutions for the remaining 2% who will not have access to superfast broadband by the end of 2021	EDO	By 31/3/2022 plan in place with identified solutions to ensure all properties have access to superfast broadband	Commission specialist resources to identify the missing 2% and possible solutions £10,000	ECC / SFE / Digital Connectivity Strategy	Ongoing
Collaborative working within the Essex + Herts Digital Innovation Zone (DIZ) to ensure local residents and businesses enjoy maximum benefit from superfast / gigabit broadband installation	EDO	Development and delivery of DIZ plans	£10,000 Partnership contribution		Ongoing
NEEB Digital Support Project - to provide digital and e-commerce support to local businesses to include webinars, diagnostics and 1 – 2 – 1 advice.	EDO	No. business supported up to 31/3/2022 No. businesses safeguarded up to 31/3/2022		NEEB top sliced funds from ARG grant monies. Project life - 1/9/2021 - 31/3/2022	Courses started December 2021. No Uttlesford business signed up. Courses have been widely promoted locally.
Increase availability of high-speed gigabit broadband in the district	EDO input through Superfast Essex Steering Board		Existing		Superfast Essex leads. ECC launching Digital Connectivity Strategy.
		<b>TOTAL</b>		<b>£20,000</b>	

Priority 2 – Information, Advice and Guidance					
Objective 2.1 – Promotion of national, regional, county and local initiatives					
Task	Responsibility	Target	UDC Resources	External Funding	End March 2022
Refresh www Uttlesford.gov.uk/business to ensure that all Council departments that work with local businesses provide quality 'of the moment' information with communication that is easy to access, relevant and helpful.	BSO working with all UDC departments whose work impacts on local businesses	Refresh of website completed to reflect "new normal" and needs of local businesses by 30/9/2021	Commission resources for refresh of current website  £5k		Refresh of Uttlesford.gov.uk/business website completed by internal resources
Ensure that www Uttlesford.gov.uk resident website has appropriate information and links to assist any resident to develop skills, start or run a business.	BSO	Evidence of relevant information included on UDC resident website	Existing		Updated on regular basis by BSO and website officer
Produce a series of informative e-newsletters that assist local business to grow and adapt following COVID-19, EU transition and into the 21st	BSO working with UDC Communications Team	Minimum of 12 e-newsletters during the year	Existing		31 newsletters between 01/04 and 31/03/22
Use social media and press releases to disseminate information as widely as possible	BSO working with town / parish councils	Evidence of use of social media and press releases to disseminate appropriate and relevant information	Existing		Ongoing
Work with town / parish councils and village groups to disseminate communications as widely as possible. Currently 3 parish magazines receive materials directly from UDC to disseminate through their local media routes.	BSO / Ward Members	To increase number of parish magazines that directly receive information from UDC to disseminate via local magazine, social media groups etc. by 31/3/2022	Existing		Still looking to increase spread across other village / ward / parish magazines
Use newspaper advertising to promote key messages and reach a wider audience.	BSO	Monthly newspaper adverts in Saffron Walden Reporter and Dunmow Broadcast	Apr - Dec 2021 - £4,950		Monthly adverts completed
Adverts in Archant Residents' Quarterly magazine	BSO	Evidence of quarterly adverts	June 2021 - £500 Sep + Dec 2021 - £1,000 Total - £1,500		June, Sept, Dec and March magazines
Share NEEB Communications	ED / Communications Team	To promote NEEB business support activities	Existing	NEEB top sliced funds from ARG grant monies. Project life - 1/9/2021 - 31/3/2022	ongoing
Promote NEEB funded Finance and Debt Management Support project and refer businesses as appropriate	BSO	No. businesses supported between 1/9/2021 – 31/3/2022	Existing resources to promote project	NEEB top sliced funds from ARG grant monies. Project life - 1/9/2021 - 31/3/2022	Support started Feb 2021. 1 Uttlesford business supported
To promote NEEB specialist Import and Export advice, delivered through 1-2-1 and 1-2 – many sessions via webinars, events and training courses and refer	BSO	No. initial support sessions with local businesses No. engaged local businesses who currently trade internationally No. local business attendees at training courses No. local case studies	Existing resources to promote project	NEEB top sliced funds from ARG grant monies. Project life - 1/9/2021 - 31/3/2022	Course started December 2021. No businesses engaged
Ensure targeted promotional work is undertaken linked to specific projects or activities including developme, the Rebel Business School, ClickitLocal, CAB debt counselling service, Transitions Project, Touchpoint and other externally funded initiatives	BSO	Evidence of targeted communications as appropriate	£10k		Not delivered - COVID-19 pandemic priority work and lack of staff restricted activities.
		<b>TOTAL</b>	<b>£21,450</b>		
Objective 2.2 Provision of information, advice and guidance to local businesses, start-ups and potential businesses					
Task	Responsibility	Target	UDC Resources	External Resources	End March 2022
Updated Business Support Guide up for distribution with business rates bills	BSO SL	No. Business Support Guides posted out with Business Rates bills in March 2022	Existing		Updated Jan 2022
Updated business support newsletter sent out with Council Tax bills, particular focus on home-based businesses and business start-ups	BSO SL	No. Business support newsletters posted out with Council Tax bills in March 2022	Existing		Completed and sent out with Council Tax bills
Business Start-Up Guide produced and promoted as part of the business start-up actions included in see Objective 1.4	BSO SL	Guide produced and available through website and advertised through communications channels	Existing		Completed and distributed as required
		<b>TOTAL</b>	<b>£0</b>		

Priority 3 – Skills and Training					
Objective 3.1 – Provision and promotion of initiatives to support local residents into work					
Task	Responsibility	Target	UDC Resources	External Resources	End March 2022
Provision of Developme project to support employability and job searching, being job ready skills	BSO	No. residents engaged with website resources by 31/3/2022	£12k pa		01/03/21-31/03/22 = 27 registered users. 155 logins. 501 activities undertaken.
Deliver information session to appropriate Council services to promote developme to residents in need of employability support inc. Youth, Housing, Benefits	BSO	Evidence of promotion of developme in Council activities and delivery of information session	Existing		Not done
Tailor support offered by Developme to be relevant to needs of local residents	BSO	Ongoing until 31/3/2022	Existing		Carousel updated every month. Local offering all in place. Bi-weekly admin meeting to ensure it is kept up to date.
Continue to lobby DWP for the delivery of a DWP presence in the Uttlesford district	EDO	Ongoing	Existing		Lobbying continues.
Promote the Transitions Project that offers support to unemployed residents	BSO	Evidence of promotional activity	Existing		Ongoing
Support the establishment of the Touchpoint Project in Stansted Mountfitchet	EDO	Support in place to enable project to launch	£10k		No proposal received. Touchpoint being supported by other UDC teams, and community hub has opened.
Commission skills audit to identify skills and training gaps	EDO	Report produced by 31/12/2021	£10k		Now part of the UK Shared Prosperity Fund
Promotion of Essex Jobs and Apprenticeships Fair	BSO	Virtual event to be held on 7/7/21	Existing	ECC Skills Commissioner leading	Promotion delivered. Jobs fairs organised by ECC.
Promotion of North Essex Jobs and Apprenticeships Fair	BSO	Scheduled for October	NEEB funds to cover costs	ECC Skills Commissioner organising	Delivered by ECC skills commissioner
Support HGV training project with ECC, tendring, Harlow and DWP	EDO	Due to start end 2021/22 or early 2022/23	£30k	ECC Director	Project about to go live.
		<b>TOTAL</b>	<b>£32,000</b>		

Objective 3.2 Promote and support initiatives to help young people into work					
Task	Responsibility	Target	UDC resources	External resources	End March 2022
Kickstart Scheme – work placements for 16 – 24-year-olds. Placement offers submitted to DWP who offer to suitable candidates	HR Team collating offers of placements ED link to ECC	Promotion of Kickstart Scheme internally and externally	Existing	Government funding to cover minimum wage, training, and mentoring costs	Promotion done via DevelopMe Hub, website, Business Support Guide, newsletters
Promotion of apprenticeships schemes to help people back into work	BSO	Evidence of promotional work	Existing		Promotion done via DevelopMe Hub, website, Business Support Guide, newsletters
Recruitment of apprentice in ED Team	EDO working with HR Team	Recruitment of apprentice by 31/12/2021	Cost of salary from ED budget - £15,000pa / pro rata for 7 months - £8,750 Training costs from HR budget		Not yet started recruitment process. Move to Year 2?
		<b>TOTAL</b>	<b>£8,750</b>		

Objective 3.3 Promotion of skills and training initiatives, including digital skills					
Task	Responsibility	Target	UDC Resources	External Resources	End March 2022
Promotion of Maybe* social media marketing training	BSO	Evidence of promotional activity by 31/3/2022	£5k current contract expires in August 2021		Contract now completed. Decision not to renew. Investigating options for social media support for businesses
Promotion of NEEB Digital Support Project	BSO	No. businesses supported between 1/9/2021 – 31/3/2022	Existing	NEEB top sliced funds from ARG grant monies. Project life - 1/9/2021 - 31/3/2022	Skills courses starting in April 2022
Promote Essex Opportunities website which contains all training and skills offers	BSO	Evidence of promotional activity by 31/3/2022	Existing		Promotion done via website, Business Support Guide, newsletters
		<b>TOTAL</b>	<b>£5,000</b>		

Priority 4 - Creating Jobs / Inward investment					
Objective 4.1 Support the sustainable growth of existing businesses					
Task	Responsibility	Target	UDC Resources	External Resources	End March 2022
Refresh the Business Development Business Rates Discount Scheme to support the sustainable growth of existing businesses	EDO	Scheme in place No. applicants 2021/22 No. successful applicants 2021/22	£60k		Moved to year 2
Launch of grant scheme to support businesses planning to grow	EDO	Scheme in place No. applicants by 31/3/2022		ARG funds	No ARG funds available for this scheme. The serious impact of COVID-19 required funds to support businesses to survive rather than grow in 21/22.
		<b>TOTAL</b>	<b>£60k</b>		

Objective 4.2 Increase inward investment					
Task	Responsibility	Target	UDC Resources	External Resources	End March 2022
Keep the Innovation Core – prospectus up to date with available commercial land and development opportunities in Uttlesford district and trade shows	EDO	Prospectus kept up to date	Existing		Ongoing
Membership of the UK Innovation Corridor	EDO	Ongoing participation	£10,000p.a.		Ongoing
Contribution towards the Innovation Core Officer	EDO	Ongoing participation	£15,000p.a.		Ongoing. Contract expired 30/3/2022.
Ensure commercial land is identified in the Local Plan	EDO	Ongoing collaboration with Local Plan Team to include commercial land	Existing		Ongoing
Continue to build business case for business incubator hubs at CRP and elsewhere, and ensure inclusion in Local Plan	EDO	Ongoing collaboration with Local Plan Team to include commercial land	Existing		Ongoing
		<b>TOTAL</b>	<b>£25,000</b>		

**Priority 5 – Creating a “greener” local economy**

**Objective 5.1 Support local businesses to address Climate Change issues**

Task	Responsibility	Target	UDC Resources	External Resources	End March 2022
Promote energy efficiency schemes to local businesses	BSO	Evidence of promotion of appropriate schemes	Existing	Externally funded “Make it Cheaper” schemes	Promoted on website, newsletters and Business support guide
Promote LoCase – grants programme for green projects – expiry March 2023	BSO	Evidence of promotion	Existing	LoCase grants	Promoted on website, newspaper adverts, newsletters and Business support guide. Up to 31.03.21 6 Uttlesford businesses had grants approved with 15 more starting the process.
Promote water conservation initiatives to local businesses	BSO	Evidence of promotion	Existing		Moved to Year 2
Promote the transition to electric vehicles or hydrogen powered vehicles	BSO	Evidence of promotion	Existing		Moved to Year 2
		<b>TOTAL</b>	<b>£0</b>		

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

Task	Responsibility	Target	UDC Resources	External Resources	End March 2022
Research opportunities to incentivise local businesses to become approved to deliver retrofitting services	Climate Change Project Officer / EDO	Research completed and proposals submitted by 31/3/2022	Existing		Moved to Year 2
		<b>TOTAL</b>	<b>£0</b>		

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

Task	Responsibility	Target	UDC Resources	External Resources	End March 2022
Collaborate with University of Cambridge students on research project “how to grow a green economy in Uttlesford”	EDO	Completed report by 30/6/2021	Existing		Report completed June 2021
Follow up on initiatives identified in University of Cambridge students’ report which contains recommendations as listed at the end of this section*	EDO	Proposals evaluated by 31/3/2022	Existing		Moved to Year 2
Work with partners inc. Writtle University College, Uni of Essex to investigate future options for collaborative projects, possibly including agri-tech	EDO	Meetings held to discuss future work options	Existing		Moved to Year 3
Schools competition with Writtle Uni with Agri-tech challenge involving 4 secondary schools in Uttlesford	EDO / BSO	Schools competition planned for 21/22 school year	£8,000	ECC Skills Commissioner	Schools had other priorities due to impact of COVID-19
Promote the iConstruct project re: new methods of construction	BSO	Evidence of promotional work	Existing		promoted on website, social media, newsletters
		<b>TOTAL</b>	<b>£8,000</b>		