

Corporate Plan Delivery Plan Actions by Commitment 2018-19

Updates received as of March 2019



18-CPDP Corporate Plan Delivery Plan 2018/19

18-CPDP Corporate Plan Commitment 1: Promote thriving, safe and healthy communities

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
<p>18-CPDP 01 Day Centres</p> <p>Day centres that are efficient and effective and that promote activities to reduce social isolation and improve health and wellbeing</p>	<p>Establish new operating agreements for all five day centres Transfer staff to direct employment of the council where appropriate Assist management committees' transition to new ways of working Work with management committees to develop the centres as places for activities to improve health and wellbeing</p> <p>Output measures/milestones: Operating agreements in place – staggered throughout year. First agreement in place by end of April 2018 Staff transferred – staggered throughout year. First staff to transfer in April 2018 New ways of working implemented - staggered throughout year. First day centre operating on new ways of working from April 2018</p>	<p>Approved budget for new Day Centre Management post</p> <p>Transferred staff posts</p>	<p>31-Mar-2019</p>	<p>Adrian Webb</p>

Latest Note:

March 2019

The council has now taken on the direct running of the Garden Room, Saffron Walden following the sudden announcement at the end of 2018 that the management committee there was resigning as it could no longer afford to run the service. The council reopened the service after only a very short closure period .

A positive meeting was recently held with the trustees of the Rowena Davey Centre in Great Dunmow and work is progressing on revised arrangements.

Arrangements continue to be in place to transport Takeley Day Centre users to Thaxted at no cost to users or the council. This arrangement continues to work well and service users from Takeley have given positive feedback. The Takeley facility is still well used by other hirers, with the council keeping the income from this.

Discussions are continuing with Stansted Parish Council around licence renewal and the two councils are currently exploring the best model for future delivery of the service.

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
18-CPDP 02 Local Plan A sound Local Plan that guides development to 2033, to address needs and opportunities whilst protecting and enhancing heritage and character	Publish Reg 19 Plan, Submit to MHCLG and prepare for and participate in its examination in public Output measures/milestones June 2018 – Publish for Representations Jan 19 – Plan Submission Spring /Summer 2019 – Examination and hearings	Budget provision for FY2018-19 and budget proposals for 2019-20	31-Mar-2019	Roger Harborough

Latest Note:

March 2019

The Reg 19 Plan went out for further representations for 6 weeks in October/ November on an Addendum of Focussed Changes. This further round of representations generated submissions from around 100 residents, businesses and interested parties. Planning policy officers have assessed the representations, and submitted the formal Reg.19 Submission in January to meet the 24 January deadline set by the new NPPF. This allows the plan to be considered against the original NPPF. Further work has also been undertaken on the Sustainability Appraisal (SA) to support the submission version of the Plan and there was an opportunity for representations on this SA report in January to coincide with consultation on the updated Statement of Community Involvement. Dialogue is ongoing with the two Inspectors appointed for the examination via the Programme Officer. Some initial questions from the Inspectors were answered by the policy officers and dates for the first hearing sessions have been provisionally set in July.

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
18-CPDP 03 Promote Healthy Lifestyles Residents are active and optimise their health and well being	Working with partners to increase the levels of participation in sports, leisure and cultural activities Raise awareness of local health and wellbeing activities for all residents Increase residents awareness and skills to improve their health and wellbeing Maintain independent living through Disabled Facilities Grants Output measures/milestones: Success will be measured by key performance indicators and the delivery of targets for each of the priorities as set out within the Health and Wellbeing delivery plan	Within existing budget and Public Health grant funding	31-Mar-2019	Roger Harborough

Latest Note:

March 2019

The Health and Wellbeing strategy has been refreshed to take into account our evolving communities. Proposed new developments across the district will bring a larger and more diverse population and we must ensure that we consider everyone's health and wellbeing in this process.

Plans to establish a food partnership are underway. Using the Public Health monies from ECC we will look to recruit a food partnership co-ordinator for a fixed term of 2 years to establish and manage the food partnership project. This will be a fully funded post by Public Health.

Ace weight management project run by volunteers at UDC, leisure centres and at the hub in Dunmow has received 128 referrals.

#WomenLikeUs festival took place at Lord Butler Fitness and Leisure centre, run in conjunction with Active Essex. A variety of activities took place to encourage women and girls into a more active lifestyle.

Two 10 week tennis coaching programmes are underway with Thaxted Tennis Club, funded through Active Uttlesford. Coaching is offered to all women living in Uttlesford.

The Uttlesford Dementia Alliance has launched its own twitter and website <https://dementiafriendlyuttlesford.org.uk/>

Work to combat Social Isolation and loneliness has commenced in Great Chesterford with the community and other partner agencies. The work will take into consideration the methods learned through the Community Action Zone work previously undertaken in the District. There will be the opportunity to introduce projects running in the district e.g Mens sheds, drinks with community links and Knit and Natter

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
<p>18-CPDP 04 Improve Community Safety Communities that feel safe and secure</p>	<p>Further develop the activities of the Community Hub Deliver identified actions of the new Strategic Assessment Work with partner agencies within the Community Safety Partnership to reduce and prevent crime and anti-social behaviour Ensure partnership working with town councils, parish councils and the PCSOs to address the fear of crime Make greater use of Restorative Justice (RJ) to help put right the harm caused by anti-social behaviour, enhancing public reassurance and confidence Output measures/milestones: Success will be measured through annual surveys of residents, key performance indicators and the delivery of targets for each of the priorities as set out within the new Strategic Assessment Quarterly feedback from Towns and Parishes Monthly updates from PCSOs Quarterly update from RJ as to number of referrals and outcomes</p>	<p>Within existing budget (including funding for 2 PCSOs) Match funding in approved budget for a further PCSO Partner agencies</p>	<p>31-Mar-2019</p>	<p>Roger Harborough</p>

Latest Note:

March 2019

Partnership working and information sharing to combat crime and disorder continues to thrive through the community safety hub. The meeting is well attended and collaborative solutions are found to deal with anti social behaviour issues raised. Guest agency speakers are invited to ensure that those around the hub table are aware of the other services working within the District and the referral process.

The final draft of the strategic assessment, including the risk matrix have been completed by the police analyst to be discussed and agreed by partners at the CSP. This will then generate the delivery plan for 2019/20.

An end of year report will be produced to reflect the work of the Community Safety Partnership throughout 2018/19. This will be shared with the OFPCC to showcase the work of the partnership and to feedback on projects that have been funded by the PFCC.

Work is underway with Hyperfusion (theatre group) to work for the CSP in delivering key messages within the secondary schools. This work will take the place of the Reality Roadshow project that has been a core project for a number of years. Linking with the schools it was felt that a 'fresh look' at the messages that we were delivering and the way in which those messages were being delivered, was needed to ensure greater engagement of the young people whilst informing them of the 'hidden harm' messages. Reality Roadshow was only delivered to year 9 pupils, the intended work with Hyperfusion would allow us to deliver the appropriate key messages to all year 7, 8, 9 10 and 11 pupils. This work will be underpinned with work funded by the Youth Service.

Discussions are also taking place with CAPI (Children affected by parental Imprisonment) service to run projects in junior schools around the issues related to a parent either offending or being placed in the prison system and the effect it can have on the children.

Safer streets, drinks with community links continue to be delivered throughout the district. The Drinks project will now be used in remote areas within the District. To promote partnership working with the CVSU, their intended project with the mobile coffee horsebox will have the 'Drinks with Community links' logo.

Working with partners through #onlycowardscarry knife crime information events are being held within the Districts secondary schools to give information to students regarding the implications of carrying a knife, in response to the recent stabbings that have been in the media. The talks also allow officers the time to give reassurance to those young people who have concerns regarding knife crime.

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
<p>18-CPDP 05 Reduce social isolation</p> <p>Communities that are strong, self-sufficient, resilient and supportive</p>	<p>Continue to work with local stakeholders to support the people and projects identified through the council's work with the Young Foundation, contributing to community wellbeing and reducing social isolation. Projects include Suspended Cafes, Community Allotments, seated exercise classes and anxiety and stress management Work in collaboration with the CVSU to establish a Community Builder role in South Uttlesford to help relieve the pressure on GPs</p> <p>Output measures/milestones: The number of new Community groups that are self-sustaining after receiving support to promote and market their service Quarterly feedback from those groups regarding membership numbers and frequency of activities Quarterly feedback from group members to measure the outcomes of the project and to identify further need or appropriate changes</p>	<p>Partnership project – funded through Essex CC</p>	<p>31-Mar-2019</p>	<p>Roger Harborough</p>
<p>Latest Note:</p>				
<p>March 2019</p> <p>Work taking place with the community of Great Chesterford to replicate where possible the work undertaken elsewhere with the Young Foundation. This work will progress through a meeting to be held on the 28th March. The community are looking to identify their vulnerable and lonely residents and to ensure inclusion into the wider community where appropriate. The working group will be known as the 'good neighbour group' and are looking at launching a 'know your neighbours left and right scheme'. There are already a number of agencies and events taking place within the village on a regular basis, however better co-ordination and advertising would give greater connectivity to the residents. A further invitation to Ashdon to identify community development work will be made in March.</p> <p>The Community Safety Partnership and the Health and Wellbeing Board have given financial support to community initiatives run by partners to combat loneliness and social isolation in particular, Men's sheds, Green matters gardening project, farmers café, local coffee mornings.</p> <p>Through the children and families group money was identified to enable a teacher to access training allowing her to train further staff within the schools 'alliance' to delivering mindfulness courses to pupils both vulnerable and high achieving. The foodbank continues to bring communities together to end hunger and poverty in the Uttlesford district by providing compassionate, practical help with dignity whilst challenging injustice.</p> <p>The foodbank has been an Independent Charity from December 2017, with a board of trustees, supporting other local charities. The food parcels given out for the last quarter have fed 386 people in the Uttlesford district. It relocated to Stansted House, Shire Hill SW in February 2019.</p>				

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
18-CPDP 06 Prevent homelessness Increase in the prevention and the relief of homelessness within the district	Review Homelessness Strategy and Housing Allocation Policy to ensure compliance with new duties required under the Homelessness Reduction Act Prevent Homelessness through early intervention methods Output measures/milestones: Success will be measured by key performance indicators and the delivery of targets for each of the priorities as set out within the updated Homelessness Strategy will be in place by June 2018 Performance monitoring of quarterly statistical reports including the number of homelessness cases; average time spent by home-seekers in temporary accommodation	Within existing resources	31-Mar-2019	Roger Harborough

Latest Note:

March 2019

The Homelessness Reduction Act has increased the workload of the Housing Options Team as the new duties require more detailed work and prolonged work with customers from an earlier stage to try to prevent homelessness. Cases continue to be complex with support and assistance required from other agencies to help clients with chaotic lifestyles resolve issues other than the threat of homelessness

Homelessness Partnership meetings held quarterly continue to attract a wide range of agencies

Essex CC has procured a new floating support service whose remit is to help prevent homelessness across the county. The contract has been awarded to Peabody. We are still awaiting details of how this service will work with the district authorities.

ECC is now looking at the accommodation based supported services it provides to homeless/vulnerable adults, and we will be inputting into this consultation process.

We are waiting to meet with the new provider of Domestic Violence services procured by ECC for Colchester, Tendring, Braintree and Uttlesford. The new provider will be Next Chapter. For the coming year, we will also continue to fund an outreach service from the previous provider for Uttlesford, Safer Places, based in Harlow.

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
18-CPDP 07 Deliver affordable housing Good quality affordable homes for local people	Contribute to the provision of affordable housing supply by delivering/acquiring further new council homes Work with developers and Registered Social Landlords to ensure delivery of required numbers of affordable housing on development sites Continue to deliver the Housing Strategy particularly focussed on ensuring the right tenures and quality of homes for vulnerable groups in the district Output measures/milestones: Deliver 40 new council homes or acquisitions through the Housing Revenue Account development programme Deliver required affordable housing targets in line with planned timescales	Within existing resources	31-Mar-2019	Roger Harborough

Latest Note:

March 2019

Since 1 April 2018, 185 affordable homes have been completed including 54 for shared ownership. At least another 20 are expected to be completed by next month (March 2019). The Housing Options Team has allocated 412 properties for rent in this financial year, 130 of which have been to new build properties and the rest to the council's existing housing stock.

The council's development programme is progressing well. 100 properties have now been delivered with the completion of Reynolds Court in September 2018. There are 29 properties at Hatherley Court and sites in Newport and Dunmow will deliver 8 new build council properties. Feasibility work is continuing with further sites to be progressed

Phase 1 of Hatherley Court in Saffron Walden has now completed and tenants have moved in, work on Phase 2 is progressing and due to complete by the end 2019

We are now working with architects to prepare a planning application for the remodelling of the Walden Place site in Saffron Walden to re-provide the communal areas and further sheltered accommodation, enabling separation of the sheltered accommodation and its communal facilities from the Grade 2 listed building and its disposal as a restoration project

The district's first independent living scheme, which will deliver 72 units of accommodation, is nearing completion at Radwinter Road in Saffron Walden, expected April 2019. We continue to discuss with Essex County Council and a Housing Association partner how to deliver a second scheme in Great Dunmow

A purpose built scheme in Everett Road, Saffron Walden comprising of 6 units of accommodation for people with learning difficulties completed in February 2019, and residents are due to move in once the scheme has been fully staffed

A planning application for the development of a site at Little Dunmow to replace 12 existing bungalows that are affected by subsidence with 16 general needs flats and houses is due to be submitted in April 2019

Continuing to work to ensure that right to buy receipts are spent in accordance with our agreement with the government. This includes proposals for two development sites, one in Great Chesterford and the other in Saffron Walden. Delivery of the Great Chesterford site through the HRA has been agreed by Cabinet but is subject to a fresh planning application for an affordable housing scheme being approved. A similar proposal for the site in Saffron Walden will be considered by Cabinet in June 2019

The process of updating the Housing Strategy and Allocations Policy to align with the local plan proposals continues

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
18-CPDP 14 Improve private sector housing conditions Private sector housing that is healthy and safe to live in	Introduce a range of measures to tackle rogue landlords under the new powers available to the Council in the Housing & Planning Act 2016 Review options for discretionary licensing of private rented homes, including Houses in Multiple Occupation Output measures/milestones: Success will be measured by key performance indicators A new policy in place outlining the appropriate level of action and civil penalties for Housing Act offences	Within existing resources	31-Mar-2019	Roger Harborough

Latest Note:**March 2019**

Officers continue to work with landlords to license Houses in Multiple Occupation. The Council has now licensed 13 HMOs and additional properties are expected to increase. A HMO is defined as a property that is occupied by 5 or more persons from 2 or more households.

The Private Sector Housing Enforcement Policy was approved by cabinet on 29th November. The policy outlined the enforcement powers of the Environmental Health service and introduced the ability for officers to issue civil penalties of up to £30,000 for Housing Act offences as an alternative to prosecution.

18-CPDP Corporate Plan Commitment 2: Protect and enhance heritage and character

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
<p>18-CPDP 09 Walden Castle</p> <p>Castle opened up for public access and suitable events</p>	<p>Installation of electricity, lighting and security and establish an events programme. Output measures/milestones: Work completed and access available to all – by end of August 2018 Events programme to be developed by December 2018</p>	<p>Within existing resources</p>	<p>31-Mar-2019</p>	<p>Adrian Webb</p>

Latest Note:

March 2019

Awaiting planning permission and consents for lighting, CCTV and flooring to enable public access to the centre of the remains. The project will take about 4 months to complete once consents have been obtained.

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
<p>18-CPDP 10 Museum Development Lottery Bid</p> <p>The lottery grant will lay the foundations for a larger grant application to extend the museum by providing funding for feasibility and options appraisals and an audience development study with public consultation. In addition it will enhance the fundraising capabilities of the Saffron Walden Museum Society through training.</p>	<p>Bid to Resilient Heritage Lottery Fund for approximately £70,000 Output measures/milestones: Application made July 2018 Grant confirmed October 2018, subject to HLF grant award meeting timetable Work commenced on feasibility and options appraisal stages along with public consultation in preparedness for a bid to the HLF for an extension to the Museum building</p>	<p>Within existing resources</p>	<p>31-Mar-2019</p>	<p>Adrian Webb</p>

Latest Note:

March 2019

The application to the Heritage Lottery Fund under its 'Resilient Heritage' grants programme has been successful, which is excellent news for the Museum service. This is the first step of the long-term development programme which aims to increase visitors, community engagement and income, and make the Museum more sustainable in the future.

The award is for a grant of £51,300 with a further £10,000 contribution from Saffron Walden Museum Society Ltd; no financial contribution is required from the Council. The project will fund an audience development study, to provide an in-depth analysis of the Museum's actual and potential visitors, and a feasibility study with options appraisal and business plan, to determine the optimum way to develop the Museum and provide a costed plan. Other strands of the project include developing the fund-raising capacity of the Museum Society, which uses its charitable

status to raise money for capital projects, and to support and mentor Museum staff and volunteers, who will be taking on a considerable challenge to run a major project alongside day-to-day service operations.

This opening phase of 'Resilient Heritage' work is expected to take 18 months to complete, finishing in December 2020. The Museum and Museum Society will then be equipped to prepare major funding applications for the next phase, which will involve extending and improving the Museum building, displays and facilities, and associated activity programmes.

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
18-CPDP 11 Article 4 Direction (A4D) for Local Heritage List (LHL) Development related to locally listed properties across the district managed positively	Unsuitable minor alterations and other development that would adversely affect local heritage assets will be avoided. Output measures/milestones: Consultation on a Draft A4D order Final Article 4 Direction order confirmed	Within existing resources	31-Mar-2019	Roger Harborough

Latest Note:

March 2019

Progress with this initiative will be part of the objectives for the new conservation officer postholder who is starting in April

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
18-CPDP 12 Shop Front Design Guide and Management Plan Good practice guidance to protect and enhance the character of town centres	Draft document to be compiled and ready for public consultation Finished document to go to Cabinet for approval and adopted formally. Output measures/milestones: Comprehensive document to inform the treatment of shop frontages in the district, and help facilitate good practice in relation to signage, colour, detail and illumination by end 2019.	Within existing resources	31-Mar-2019	Roger Harborough

Latest Note:

March 2019

An initial draft has been prepared. Progress with this initiative will be part of the objectives for the new conservation officer postholder who is starting in April.

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
18-CPDP 13 Reviews of Conservation Area Appraisals and Management Plans Managed growth and development in Conservation Areas.	Continue with a rolling programme of resurveys of the existing 37 Conservation Areas Output measures/milestones: Draft Conservation Area Appraisal(s) to be prepared for public consultation. Final reports to go for publication, or cabinet approval, as appropriate.	Within existing resources	31-Mar-2019	Roger Harborough

Latest Note:

March 2019
 Progress with this initiative will be part of the objectives for the new conservation officer postholder who is starting in April.

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
18-CPDP 14 Pride in Place A fair and consistent approach to enforcement	Deliver a programme of public educational events to tackle environmental issues e.g. responsible dog ownership Clearing fly tipped materials Provide targeted enforcement action campaigns to address litter, trade waste abuses and fly tipping Output measures/milestones: Success will be measured by pre and post campaign surveys	Within existing resources and approved budget to provide more capacity within street services team	31-Mar-2019	Roger Harborough

Latest Note:

March 2019
 Officers have contacted all participating councils to rate the success of the 'We're Watching You' anti fouling glow in the dark posters campaign
 Officers have participated in ten joint licensing enforcement exercises since the beginning of November. Collectively, the exercises have resulted in a range of positive enforcement actions, including arrests, seizure of vehicles, fixed penalty notices, suspensions and warnings. Successful enforcement has been reported by all participating enforcement agencies.

18-CPDP Corporate Plan Commitment 3: Support sustainable business growth

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
<p>18-CPDP 15 Economic Development Strategy</p> <p>Positive interventions that support business growth</p>	<p>Delivery of the strategy including engagement in a joint digital infrastructure strategy across West Essex and East Herts, research the extent of lack of poor mobile communications and options for resolution, participation in the Stansted Airport College Advisory Group and progress local economic strategies for each new garden community.</p> <p>Output measures/milestones: Key measures and milestones detailed in the economic development strategy</p>	<p>Approved budget for a range of activities</p>	<p>31-Mar-2019</p>	<p>Roger Harborough</p>

Latest Note:

March 2019

The implementation of the Saffron Walden BID and collection of the bid levy continues. Progress is being made delivering the car parking actions including the car park ticket machine procurement project and a bid was submitted in February to NEPP for capital funding for improvements to two car parks in Stansted Mountfitchet. Engagement on economic strategies for the garden communities is being progressed through the Business Breakfast and other ongoing consultation events. This includes working with Cambridge Clean Tech on development of a local economic strategy for North Uttlesford GC. Superfast Essex has advised the Council that the Gigaclear delivery of Phase 3 of superfast broadband in Uttlesford is approximately 6 months behind schedule with a completion date now of July 2020. The draft of the Essex-Herts Digital Innovation Zone (DIZ) “a local strategy to secure future prosperity and health” was made available. Research into poor mobile communications in the area is ongoing. Participation in the Airport College Advisory Group is on-going. A bid for the Future High Streets Fund was submitted on 22 March.

18-CPDP Corporate Plan Commitment 4: Maintain a financially sound and effective Council

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
<p>18-CPDP 16 Medium Term Financial Strategy (MTFS)</p> <p>To ensure that the council maintains a budget that is financially viable and continues to provide services at an affordable level</p>	<p>Budget monitoring, to include a programme of identifying the savings target of £150k To continue the rollout of Zero Based Budgeting for 2019/20 budget preparation To prepare the MTFS and all supporting budget reports for 2019/20 Output measures/milestones: Monthly Budget monitoring with quarterly reports prepared for Cabinet Zero Based Budgeting for 2019/20 to begin in September to ensure approval process is complete to meet annual budget deadlines To identify areas of savings for 2019/20 (if this has not already been identified as part of the budget monitoring process) 2019/20 budget papers and MTFS to be presented to Members in February 2019.</p>	<p>Finance Team CMT and SMT All budget managers</p>	<p>31-Mar-2019</p>	<p>Adrian Webb</p>
<p>Latest Note:</p>				
<p>March 2019 Budget for 2019/20 and associated strategies were approved by Full Council on the 21st February, this included a council tax increase of 2.99% and an investment strategy of £100m for commercial investment. Officer/Member discussions are ongoing with regards to the governance of the investments.</p> <p>Forecast outturn for quarter 3 continues to predict an underspend, with service reviews and efficiency savings being implemented throughout the financial year.</p>				
Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
<p>18-CPDP 17 Chesterford Research Park</p> <p>Significant contribution to the council's revenue budget</p>	<p>Evaluation and delivery of most affordable method of financing for new unit(s) Agreement to fund, if required, the building of an additional unit for a new tenant on the park Economic Development team work to promote the Park Output measures/milestones: At least one new request, if required, for funding for a new build unit received in 2018/19</p>	<p>Within existing resources (subject to approval for additional funding as required)</p>	<p>31-Mar-2019</p>	<p>Adrian Webb</p>
<p>Latest Note:</p>				
<p>March 2019 Building 60 work has started with a completion date of September 2020. Discussions continue with potential tenants.</p>				

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
18-CPDP 18 Uttlesford South Depot Efficient and effective use of assets	Explore options for commencement of phase 1 prior to purchase of land Acquisition of land Operational planning activities associated with new site Output measures/milestones: Options for delivery evaluated and preferred solution agreed Land purchased – by end of March 2019	Within existing resources	31-Mar-2019	Adrian Webb

Latest Note:

March 2019
 New planning application for Lt Canfield due to be submitted in April. Officers have also been working with a landowner around an alternative site to the East of Great Dunmow. This planning application is also likely to be submitted March/April

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
18-CPDP 19 Workforce Development An engaged and flexible workforce that is able to react to the changing local government environment	Develop a people plan Bring on stream apprenticeships through the apprenticeship levy Output measures/milestones: An assessment of the skills gaps and shortages along with a remediation plan – end of December 2018 More apprentices – throughout 2018/19	Within existing resources	31-Mar-2019	Adrian Webb

Latest Note:

March 2019
 Through the East of England Local Government Association's Talent bank the Council has engaged the services of an experienced HR Director to review current approach to organisational development and HR and make recommendations for future delivery to ensure workforce is appropriately skilled in the changing local government environment. This work will feed into development of workforce strategy.

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
18-CPDP 20 Citizens Access Enhanced self-service for council customers	Develop a new website Installation of online access to Council Tax, Rents, Housing Benefits and Business Rates Output measures/milestones: A modern website capable of meeting current and future customer needs – end of July 2018 Online account access for customers is available – Ready for use by end of December 2018 but promoted through 2019/20 annual billing	Approved budget for IT investment and backfilling project team, if required	31-Mar-2019	Adrian Webb

Latest Note:

March 2019

Work underway on jobs subsite which will explain the benefits of working for the council and living in this area as well as hosting all the vacancies at the council. Work on an intranet refresh will commence following that project. Citizens Access project is underway, with soft launch for Revenues and Benefits modules internally later in 2019.

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
18-CPDP 21 Planning Performance Agreements (PPAs) Delivery of a high quality Planning Service	Promotion of Planning Performance Agreements (PPAs) for all major development proposals Output measures/milestones: Number and value of PPA's	PPA's identify and fund additional resources associated with the application (net nil impact)	31-Mar-2019	Roger Harborough

Latest Note:

March 2019

Six PPAs are now in place and several others are being progressed with interested developers.

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