

# Corporate Plan Delivery Plan 2019/20 - Cabinet

## Quarter 2 Update



### Commitment 1: Promote thriving, safe and healthy communities

Programme / Project / Activity Title Code & Description	Outcome	Resources	Due Date	Officer Responsible
<b>19-CPDP-01 Day Centres</b>  Day centres that are efficient and effective and that promote activities to reduce social isolation and improve health and wellbeing	<p><b><u>Activities for 2019/20</u></b></p> <ul style="list-style-type: none"> <li>• New operating agreements in place for Great Dunmow and Stansted Day Centres.</li> <li>• Transfer staff to direct employment of the Council where appropriate.</li> <li>• Assist management committees' decision to new ways of working.</li> <li>• Work with management committees to develop the centres as places for activities to improve health and wellbeing.</li> </ul> <p><b><u>Output Measures and Milestones</u></b></p> <ul style="list-style-type: none"> <li>• Operating agreements in place - first agreement in place by end of September 2019. If require staff transferred - staggered throughout year. First staff to transfer in September 2019.</li> <li>• New ways of working implemented - staggered throughout the year. First of the two remaining day centres operating on new ways of working from Oct 2019.</li> </ul>	<ul style="list-style-type: none"> <li>• Within existing budget</li> <li>• Transferred staff posts</li> </ul>	31-Mar-2020	Richard Auty
<p><b><u>Quarter 2 2019/20 Update (06/11/2019)</u></b></p> <p>A new post to oversee operational matters at the day centres has been created following the resignation of coordinators at Saffron Walden and Thaxted. This gives an opportunity to bring greater synergy between working practices and improve efficiency.</p> <p>Senior officers have met with the Cabinet Member for Council Services to discuss current issues with, and future direction of, the day centre service.</p> <p>The council continues to develop the use of centres as health &amp; wellbeing hubs, with officers working alongside the Health &amp; Wellbeing team. The Yoga4Health sessions run at the Garden Room in Saffron Walden have flourished, and further funding has been secured from Active Essex to continue the program.</p>				

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<b>19-CPDP-02 Local Plan</b>	<u><b>Activities for 2019/20</b></u>	<ul style="list-style-type: none"> <li>• Approved budget for a range of resources.</li> </ul>	31-Mar-2020	Gordon Glenday
<p>A sound Local Plan that guides development to 2033, to address needs and opportunities whilst protecting and enhancing heritage and character.</p>	<ul style="list-style-type: none"> <li>• Continue to participate in its examination in the public realm.</li> <li>• Respond appropriately to the Inspector's letter – either by preparing for the Stage 2 hearings or undertaking further work.</li> <li>• Commence preparation of development plan documents setting out the master plans for the proposed garden communities.</li> </ul> <p><u><b>Output Measures/Milestones</b></u></p> <ul style="list-style-type: none"> <li>• Examination commenced.</li> <li>• First hearings planned for July 2019 &amp; Stage 1 hearings have now taken place.</li> <li>• Receipt of Inspector's letter (expected November), and either commencement of Stage 2 hearings or undertaking of further work.</li> </ul>		<p><u><b>Quarter 2 2019/20 Update (01/11/2019)</b></u></p> <p>Stage 1 hearings have now taken place. The Inspector's note now expected in November, and not September as previously advised.</p>	

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<p><b>19-CPDP-03 Promote Healthy Lifestyles</b></p> <p>Residents are active and optimise their health and wellbeing.</p>	<p><b><u>Activities for 2019/20</u></b></p> <ul style="list-style-type: none"> <li>• Working with partners to increase the levels of participation in sports, leisure and cultural activities.</li> <li>• Raise awareness of local health &amp; wellbeing activities for all residents.</li> <li>• Increase resident's awareness and skills to improve their health and wellbeing.</li> <li>• Maintain independent living through Disabled Facilities Grants.</li> </ul> <p><b><u>Output Measures/Milestones</u></b></p> <ul style="list-style-type: none"> <li>• Success will be measured by key performance indicators and the delivery of targets for each of the priorities as set out within the Health &amp; Wellbeing delivery plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Within existing budget and Public Health grant.</li> </ul>	<p>31-Mar-2020</p> <p><b><u>Quarter 2 2019/20 Update (17/10/2019)</u></b></p> <p>A pilot project took place in Dunmow: 'Developing a Dementia Friendly Community'. This commenced in May 2019, and ran for 3 months. The aims of the pilot scheme were to raise awareness of dementia amongst local businesses and to identify how they could improve the service they provide to people living with dementia and their carers. A key element of the pilot was to invite businesses to formally join the scheme. In doing so, they would agree to have at least one member of staff trained as a 'Dementia Friend', and commit to develop a short term action plan to make businesses more dementia friendly. 39 businesses were contacted; and 17 businesses were visited in person. 10 local businesses and the local library have joined the scheme. This compared with three that joined following a letter drop to 22 businesses. Dementia Friends sessions were held in August and in September in a coffee shop and a tea room, with positive feedback.</p> <p>Through the Active Uttlesford Network, the following projects have taken place:</p> <ul style="list-style-type: none"> <li>➤ Mental Health Awareness Training has been organised for club and sports organisations across the district.</li> <li>➤ Guided walks for individuals who are partially sighted or blind have been funded to run across the district.</li> <li>➤ Seated yoga classes have been funded, which take place every Monday in the Saffron Walden Day Centre.</li> <li>➤ A social media workshop was organised to make clubs and organisations more knowledgeable about the different social media platforms which can be used.</li> <li>➤ Monthly community evening walks across the district have been funded. The country walks are followed by a drink or meal in a local restaurant.</li> </ul>	<p>Roz Millership</p>

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<b>19-CPDP-04 Improve Community Safety</b>	<b><u>Activities for 2019/20</u></b>	<ul style="list-style-type: none"> <li>• Within existing budget (including funding for two PCSOs).</li> <li>• Match funding in approved budget for further two PCSOs.</li> <li>• Partner agencies.</li> </ul>	31-Mar-2020	Roz Millership
Communities that feel safe and secure.	<ul style="list-style-type: none"> <li>• Further develop the activities of the Community Hub.</li> <li>• Deliver identified strategies of the new Strategic Assessment.</li> <li>• Work with partner agencies within the Community Safety Partnership to reduce and prevent crime and anti-social behaviour.</li> <li>• Ensure partnership working with town councils, parish councils and the PCSOs to address the fear of crime.</li> <li>• Make greater use of Restorative Justice (RJ) to help put right the harm caused by anti-social behaviour, enhancing public reassurance and confidence.</li> </ul> <b><u>Output Measures/Milestones</u></b> <ul style="list-style-type: none"> <li>• 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.</li> <li>• Quarterly feedback from Towns and Parishes.</li> <li>• Monthly updates from PCSOs.</li> <li>• Quarterly update from RJ as to number of referrals and outcomes.</li> </ul>		<b><u>Quarter 2 2019/20 (07/11/2019)</u></b>  The Community Safety Hub continues to strengthen with positive outcomes. Agencies are using the hub regularly as a base whilst in the District which enhances partnership working. Hub meetings are well attended, and utilise a multi-agency approach when considering low level crime and ASB issues. The hub is now generating additional professional meetings focusing on individuals and hotspots where a more targeted approach can be taken; the use of ABC's and CPW's (Community Protection Warnings) has increased.  Projects identified through the CSP delivery plan are being delivered throughout the District with a focus on the Hidden Harm agenda e.g. Stop it Stop it, which is a campaign to raise CSE awareness for businesses and to encourage reporting concerns. Healthy Relationships, Hate Crime and Domestic Abuse theatre workshop have been performed in Senior Schools throughout the district through CSP funding.  ASB policy and procedures have been updated to reflect changes in legislation and to encourage easier reporting of incidents via the website.  Launch of the HIRC (Hate Incident Reporting Centre) has taken place and an on-line reporting form has been created and accessible on the website.  The Restorative Justice hub, which is made up of agencies across Essex who work to support victims of crime, reduce offending and support communities, received 13 referrals from the district to the end of September 2019 with 2 positive outcomes (15%) recorded.	

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<p><b>19-CPDP-05 Continued support for the voluntary sector</b></p> <p>Communities that are strong, self-sufficient, resilient and supportive.</p>	<p><b><u>Activities for 2019/20</u></b> Continued work with voluntary sector, particularly the CVSU, to support vulnerable individuals and communities through a range of projects.</p> <p><b><u>Output Measures/Milestones</u></b> These will be defined within each project.</p>	<ul style="list-style-type: none"> <li>• Within existing budget, including grants budget.</li> </ul>	<p>31-Mar-2020</p> <p><b><u>Quarter 2 2019/20 Update (21/10/2019)</u></b></p> <p>Continued strengthening of partnership working with the voluntary sector. Current work led by our CVSU partner:</p> <ul style="list-style-type: none"> <li>➤ Digital buddies service continues to be promoted and looking at further work with the CCG linking in with the health benefits of using digital devices.</li> <li>➤ Community builder has now been replaced in the South of the District to complement the Unitedinkind Coach in the North.</li> <li>➤ Further discussions have been occurred with the Environmental Health Department regarding the winter warmth handyman service.</li> </ul>	<p>Roz Millership</p>

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<p><b>19-CPDP-06 Prevent homelessness</b></p> <p>Increase in the prevention and the relief of homelessness within the district.</p>	<p><b><u>Activities for 2019/20</u></b></p> <ul style="list-style-type: none"> <li>Prevent Homelessness through early intervention methods.</li> </ul> <p><b><u>Output Measures/Milestones</u></b></p> <ul style="list-style-type: none"> <li>Success will be measured by key performance indicators and the delivery of targets for each of the priorities set out within the Homelessness Strategy. Performance monitoring of quarterly statistical reports including the number of homelessness cases; average time spent by homeseekers in temporary accommodation.</li> </ul>	<ul style="list-style-type: none"> <li>Within existing resources.</li> </ul>	<p>31-Mar-2020</p> <p><b><u>Quarter 2 2019/20 Update (07/11/2019)</u></b></p> <p>The Council's Housing Service has embedded a new model of service delivery to comply with the new Homelessness Reduction Act 2017. Customers now receive assessments that actively seek to understand more than just their housing situation. This is time intensive work supporting vulnerable customers with complex issues who are homeless or at risk of homelessness.</p> <p>Through the Homelessness Partnership there is an increased level of multi-agency response to support needs. The new approach has had some success as can be seen by the improving performance indicators. For Quarter 2 2019/20 there were 71 cases where homelessness was prevented or relieved in accordance with the Homelessness Reduction Act. This result significantly exceeded the target of 50 cases.</p> <p>Consultation is taking place on a new Homelessness and Rough Sleeping Strategy. This strategy looks at the national and local context for homelessness and rough sleeping, the work the council has been doing since the last homelessness strategy and sets out the council's strategic priorities for tackling homelessness and rough sleeping over the next 5 years.</p>	<p>Roz Millership</p>

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<p><b>19-CPDP-07 Deliver Affordable Housing</b></p> <p>Good quality affordable homes for local people.</p>	<p><b><u>Activities for 2019/20</u></b></p> <ul style="list-style-type: none"> <li>• Contribute to the provision of affordable housing supply by delivering/acquiring further new Council homes.</li> <li>• Work with developers and Registered Social Landlords to ensure delivery of required numbers of affordable housing on development sites.</li> <li>• Continue to deliver the Housing Strategy particularly focused on ensuring the right tenures and quality of homes for vulnerable groups in the district.</li> </ul> <p><b><u>Output Measures/Milestones</u></b></p> <ul style="list-style-type: none"> <li>• Deliver new council homes or acquisitions through the Housing Revenue Account development programme.</li> <li>• Deliver required affordable housing targets in line with planned timescales.</li> </ul>	<ul style="list-style-type: none"> <li>• Within existing resources using RTB receipts.</li> <li>• Additional HRA borrowing potential.</li> </ul>	<p>31-Mar-2020</p> <p><b><u>Quarter 2 2019/20 Update (17/10/2019)</u></b></p> <p>Construction of 3 sites continues to progress – Hatherley Court Phase II (15 homes) expected completion in Feb/March 2020, Newton Green Dunmow (4 homes) expected completion date early December and Frambury Lane, Newport (4 homes) expected completion date end of Nov. Work on site has commenced on 16 new properties at The Moors in Little Dunmow; a grant of £460K awarded by Homes England towards this project will enable 8 of the 16 properties to be delivered at social rents. Expected completion is Feb 2021.</p> <p>Planning permission has been granted on a site in Thaxted Road, Saffron Walden that the HRA is appropriating from the General Fund; work towards procuring a contractor for this site is now underway. The council has purchased a development site in Great Chesterford which already has planning permission for market houses. A new planning application has been submitted to change the site layout to deliver 13 new affordable rent council homes. A meeting with the Parish Council has been held.</p> <p>Work is progressing on the designs for Walden Place in Saffron Walden that will enable the detachment and then disposal of the Grade 2 listed building with the re-provision of the communal areas and additional sheltered flats. Pre-planning work is also progressing on a further development site in Saffron Walden.</p>	<p>Roz Millership</p>

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<p><b>19-CPDP-08 Improve private sector housing conditions</b></p> <p>Private sector housing that is healthy and safe to live in</p>	<p><b><u>Activities for 2019/20</u></b></p> <ul style="list-style-type: none"> <li>Implement the new range of measures to tackle rogue landlords under the powers available to the Council in the Housing &amp; Planning Act 2016.</li> </ul> <p><b><u>Output Measures/Milestones</u></b></p> <ul style="list-style-type: none"> <li>Success will be measured by key performance indicators.</li> </ul>	<ul style="list-style-type: none"> <li>Within existing resources.</li> </ul>	<p>31-Mar-2020</p> <p><b><u>Quarter 2 2019/20 Update (17/10/2019)</u></b></p> <p>During Quarter 2 officers held a successful landlord forum. Officers continue to proactively contact landlords of suspected HMOs. Work to promote the Winter Resilience project with the CAB is ongoing. Letters to those eligible will be delivered in Quarter 3. The service anticipates an increase in applications during Quarter 3 &amp; Quarter 4.</p>	<p>Roz Millership</p>

**Commitment 2: Protect and enhance heritage and character**

Programme / Project / Activity Title Code & Description	Outcome	Resources	Due Date	Officer Responsible
<b>19-CPDP-09 Walden Castle</b> Castle opened for public access and suitable events.	<u><b>Activities for 2019/20</b></u> • Installation of electricity, lighting and security and establish an events programme.  <u><b>Output Measures/Milestones</b></u> • Work completed and access available to all • Events programme to be developed by December 2019.	• Within existing resources.	31-Mar-2020  <u><b>Quarter 2 2019/20 Update (07/11/2019)</b></u>  Flooring and levelling works are in progress. Trenches are now in place for the lighting. It is intended that works will be completed and open for public access by the end of January 2020. An Events programme is to be developed by the Museum Service by March 2020.	Nicola Wittman

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<b>19-CPDP-10 Museum Development Lottery Bid</b>  • 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.	<u><b>Activities for 2019/20</b></u> • Bid to Lottery Fund  <u><b>Output Measures/Milestones</b></u> • 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.	• Within existing resources.	31-Mar-2020  <u><b>Quarter 2 2019/20 Update (21/10/2019)</b></u>  Following an extensive piece of work reviewing consultant bids and due diligence reviews with shortlisted candidates, the council has appointed consultants for both elements of the Lottery-funded museum development project. Both consultancies come with extensive experience in the heritage sector. Julia Holberry Associates will conduct the audience development study, working in tandem with Fourth Street who will carry out the options appraisal and feasibility work. Both teams were onsite at the museum on 21 October to speak to key staff and volunteers, councillors and museum society representatives to start the project.	Richard Auty

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<p><b>19-CPDP-11 Street Cleansing Five Point Plan</b></p> <p>A clean District that residents are proud of.</p>	<p><b><u>Activities for 2019/20</u></b></p> <ul style="list-style-type: none"> <li>• Litter education initiative (delivered as part of overall Waste education and awareness programme).</li> <li>• Street Cleansing vehicles to be branded to support litter education campaign.</li> <li>• Optimised street cleansing service.</li> <li>• Encouraging community litter picks.</li> <li>• Targeted enforcement activity</li> </ul> <p><b><u>Output Measures/Milestones</u></b></p> <ul style="list-style-type: none"> <li>• Reduced levels of litter and fly tips</li> <li>• Resident and business feedback on satisfaction</li> <li>• Pre and post campaign surveys</li> <li>• Number of community litter picks</li> <li>• Number of FPN or other enforcement sanctions.</li> </ul>	<ul style="list-style-type: none"> <li>• Within existing resources.</li> </ul>	<p style="text-align: center;">31-Mar-2020</p> <p><b><u>Quarter 2 2019/20 Update (24/10/2019)</u></b></p> <p>Progress against the Street Cleansing Five Point Plan has been good. The five point plan focuses on five key areas and an update is provided below.</p> <ul style="list-style-type: none"> <li>➤ <i>Educate, particularly school age children:</i> Litter and the impact on the environment is now included in all school visits and talks to other groups as appropriate. Visits to school and other groups have continued in Quarter 2 with further visits planned for Quarter 3.</li> <li>➤ <i>Conduct a media campaign including on the side of the waste vehicles:</i> The Street Cleansing vans are being branded with artwork nearing completion and the Council is working with the Cleaner Essex Group to coordinate media campaigns targeting car thrown litter, cigarette litter and fly-tipping. The Car thrown litter programme was launched at the end of Quarter 2 and is continuing into Quarter 3.</li> <li>➤ <i>Increase council resource to litter pick:</i> Recruitment to vacancies within the team have now been completed however one additional person is now off with serious health issues but their role will be covered.</li> <li>➤ <i>Encourage more volunteers to litter pick:</i> The Council continues to support volunteer litter picking activities and is supplying kits to organised groups and disposing of any wastes collected and has assisted with bulky items that have been dumped in less accessible areas.</li> <li>➤ <i>Identify and prosecute offenders:</i> We are planning a number of targeted enforcement activities later in the year and working with Environmental Health colleagues on this project. EH are recruiting an enforcement officer in early Quarter 3.</li> </ul>	<p style="text-align: center;">Ben Brown</p>

### Commitment 3: Support sustainable business growth

Programme / Project / Activity Title Code & Description	Outcome	Resources	Due Date	Officer Responsible
<p><b>19-CPDP-12 Economic Development</b></p> <p><b>Strategy Action Plan</b> Positive interventions that support business growth.</p>	<p><b><u>Activities for 2019/20</u></b></p> <ul style="list-style-type: none"> <li>• Delivery of the strategy including engagement in a joint digital infrastructure strategy across West Essex and East Herts.</li> <li>• Research the extent of lack of poor mobile communications and options for resolution.</li> <li>• Participation in the Stansted Airport College Advisory Group</li> <li>• Progress local economic strategies for each new garden community.</li> </ul> <p><b><u>Output Measures/Milestones</u></b></p> <ul style="list-style-type: none"> <li>• New car park machines procured.</li> <li>• Car parking strategy.</li> <li>• Progress with rollout of Phase 3 superfast broadband in Uttlesford.</li> <li>• Essex Digital Innovation Zone (DIZ) strategy in place.</li> <li>• Subject to outcome of bid to NEPP for capital funding for improvements to two car parks in Stansted Mountfitchet, implementation of works.</li> <li>• Subject to outcome of expression of interest in Future High Street Fund, development of full bid.</li> </ul>	<ul style="list-style-type: none"> <li>• Approved budget for a range of activities.</li> <li>• External funding via bidding.</li> </ul>	<p>31-Mar-2020</p> <p><b><u>Quarter 2 2019/20 Update (07/11/2019)</u></b></p> <p>The Economic Development Actions continue to be implemented as detailed below:</p> <ul style="list-style-type: none"> <li>➤ The delivery of the Digital Innovation Zone Strategy has continued; including securing £2.3m funding for GP surgeries to receive ultrafast broadband across the DIZ area.</li> <li>➤ Research into the extent of lack of poor mobile communications has been programmed for Quarter 4.</li> <li>➤ Participation in the Stansted Airport College Advisory Group is ongoing.</li> <li>➤ A strategy framework has been created for external consultants to pitch regarding local economic strategies for the garden communities.</li> <li>➤ The new car park machines are being trialled during Quarter 4; and car park strategy is being developed during Quarter 4.</li> <li>➤ Unfortunately the Bid to the Future High Street Fund was unsuccessful. We continue to work closely with stakeholders including Saffron Walden BID and with the Great Dunmow Town Team.</li> <li>➤ Bids have been submitted to the North Essex Parking Partnership for funding for improvements to car parks in Stansted Mountfitchet and will be discussed by their board in December 2020.</li> </ul>	<p>Gordon Glenday</p>

## Commitment 4: Maintain a financially sound and effective Council

Programme / Project / Activity Title Code & Description	Outcome	Resources	Due Date	Officer Responsible
<p><b>19-CPDP-13 Medium Term Financial Strategy</b></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><b><u>Activities for 2019/20</u></b></p> <ul style="list-style-type: none"> <li>• Budget monitoring carried out monthly to ensure full understanding of the in-year financial position and enable remedial action to be taken if necessary.</li> <li>• To continue the rollout of Zero Based Budgeting and service reviews for 2020/21 budget preparation.</li> <li>• To prepare the MTFS and all supporting budget reports for 2020/21.</li> </ul> <p><b><u>Output Measures/Milestones</u></b></p> <ul style="list-style-type: none"> <li>• Monthly Budget monitoring with quarterly reports prepared for Cabinet.</li> <li>• Zero Based Budgeting for 2020/21 to begin in September to ensure approval process is complete to meet annual budget deadlines.</li> <li>• To identify areas of savings for 2020/21 (if this has not already been identified as part of the budget monitoring process).</li> <li>• 2020/21 budget papers and MTFS to be presented to Members in February 2019.</li> </ul>	<ul style="list-style-type: none"> <li>• Finance Team</li> <li>• SMT and CMT</li> <li>• All budget managers</li> </ul>	<p>31-Mar-2020</p> <p><b><u>Quarter 2 2019/20 Update (21/10/2019)</u></b></p> <p>The Medium Term Financial Strategy and budget preparation process for 2020/21 is in progress. Budget managers are being consulted on their revenue and capital requirements for future years.</p> <p>The funding reforms have been delayed for a year and a one year funding settlement is being consulted on. This includes a one year NHB allocation with no legacy payments.</p> <p>Members' priorities will need to be included once these have been finalised.</p>	<p>Angela Knight</p>

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<b>19-CPDP-14 Chesterford Research Park</b>	<p><b>Activities for 2019/20</b></p> <ul style="list-style-type: none"> <li>• Evaluation and delivery of most affordable method of financing for new unit(s).</li> <li>• Agreement to fund, if required, the building of additional units for a new tenant on the park.</li> <li>• Economic Development team work to promote the Park.</li> </ul> <p><b>Activities Measures/Milestones</b></p> <ul style="list-style-type: none"> <li>• At least one new request, if required, for funding for a new build unit received in 2019/20.</li> </ul>	<ul style="list-style-type: none"> <li>• Within the resources allocated, in principle, in the Investment Strategy (subject to Council final approval).</li> </ul>	31-Mar-2020	Angela Knight
Significant contribution to the Council's revenue budget.			<p><b>Quarter 2 2019/20 Update (21/10/2019)</b></p> <p>The output for this action is at least one new request during the 2019/20 year, however no new requests in 2019/20 have been received for financing for a new unit or refit of a vacant unit. Work is ongoing with the refurbishment of Building 60 and tenants to take occupation upon completion of the building in late Spring 2020.</p>	

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<b>19-CPDP-15 Uttlesford South Depot</b>	<p><b>Activities for 2019/20</b></p> <ul style="list-style-type: none"> <li>• Approved planning permission</li> <li>• Explore options for commencement of Phase 1 prior to purchase of land.</li> <li>• Operational planning activities associated with new site.</li> </ul> <p><b>Output Measures/Milestones</b></p> <ul style="list-style-type: none"> <li>• Planning approval in June 2019.</li> <li>• Land purchased - by end of March 2020.</li> </ul>	<ul style="list-style-type: none"> <li>• Within existing resources.</li> </ul>	31-Mar-2020	Nicola Wittman
Efficient and effective use of assets.			<p><b>Quarter 2 2019/20 Update (21/10/2019)</b></p> <p>The planning application is awaiting determination by the Planning Committee. This is in part due to a second application being submitted by a third party promoting their site as suitable for the UDC depot. This means both applications need to be determined at the same meeting.</p>	

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<b>19-CPDP-16 Workforce Development</b> An engaged and flexible workforce that is able to react to the changing local government environment.	<b><u>Activities for 2019/20</u></b> <ul style="list-style-type: none"> <li>Develop a people plan.</li> <li>Bring on stream apprenticeships through apprenticeship levy.</li> </ul> <b><u>Output Measures/Milestones</u></b> <ul style="list-style-type: none"> <li>An assessment of the skills gaps and shortages along with a remediation plan - end of December 2019.</li> <li>More apprentices - throughout 2019/20.</li> </ul>	<ul style="list-style-type: none"> <li>Within existing resources.</li> </ul>	31-Mar-2020	Richard Auty
<b><u>Quarter 2 2019/20 Update (21/10/2019)</u></b> A successful recruitment campaign has been run to find a new HR Manager for the council. This postholder will lead on strategic workforce development and create the council's workforce strategy in conjunction with senior managers to shape the council's workforce to meet the challenges of the coming years.  A second tranche of managers are undertaking the Institute of Leader and Management Level 5 qualification from October following a successful course last year, helping increase managerial expertise in the authority.  The Apprenticeship Levy is now being used to upskill members of staff in Planning and Building Control, with three officers undertaking degrees through the scheme.				

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<b>19-CPDP-17 Citizens Access</b> Enhance self-service for council customers.	<b><u>Activities for 2019/20</u></b> <ul style="list-style-type: none"> <li>Installation of online access to Council Tax, Rents, Housing Benefits and Business Rates.</li> </ul> <b><u>Output Measures/Milestones</u></b> <ul style="list-style-type: none"> <li>Online account access for customers is available - Ready for use by end of December 2019 and promoted through 2020/21 annual billing.</li> </ul>	<ul style="list-style-type: none"> <li>Approved budget for IT investment, and backfilling project team, if required.</li> </ul>	31-Mar-2020	Richard Auty
<b><u>Quarter 2 2019/20 Update (21/10/2019)</u></b> The Council Tax, Business Rates and Benefits modules of Citizens Access were successfully released to the public on 30 September following extensive testing and review. The launch has been successful with no major problems encountered. The modules give much greater online functionality for residents, including allowing them to notify the council of changes in circumstances, apply for discounts, view balances online, register for e-bills and make benefit applications. Following this successful soft launch, greater publicity will be issued; encouraging residents to register and use the modules.				

Programme / Project / Activity Title Code & Description	Outcome	Resources	Due Date	Officer Responsible
<b>19-CPDP-18 Investment Strategy</b> Moving towards a self-financing Council.	<u><b>Activities for 2019/20</b></u> <ul style="list-style-type: none"> <li>Acquisition of commercial units in accordance with the Investment Strategy.</li> </ul> <u><b>Output Measures/Milestones</b></u> <ul style="list-style-type: none"> <li>One investment completed by 30th September 2019.</li> <li>Second investment completed by 31st March 2020.</li> </ul>	<ul style="list-style-type: none"> <li>Within the resources allocated, in principle, in the Investment Strategy (subject to Council final approval).</li> </ul>	31-Mar-2020	Adrian Webb
<u><b>Quarter 2 2019/20 Update (21/10/2019)</b></u> Commercial Strategy approved at Council on 8 October 2019 with request for a revised version with updated governance to be presented at the next Council meeting on 3 <sup>rd</sup> December 2019.				

Programme / Project / Activity Title Code & Description	Outcome	Resources	Due Date	Officer Responsible
<b>19-CPDP-19 Environmental Services Delivery</b> Ensuring that services are reliable, effective and offer good customer service.	<u><b>Activities for 2019/20</b></u> <ul style="list-style-type: none"> <li>Improvements in service delivery implemented and sustained.</li> </ul> <u><b>Output Measures/Milestones</b></u> <ul style="list-style-type: none"> <li>Improvements in KPIs.</li> <li>Improved customer service - reduced complaints, improved service standards, i.e. reduced wait times for bin deliveries, online booking on bulky waste collections.</li> </ul>	<ul style="list-style-type: none"> <li>Within the resources allocated.</li> </ul>	31-Mar-2020	Ben Brown
<u><b>Quarter 2 2019/20 Update (24/10/2019)</b></u> As during the first quarter, performance for the majority of PIs has been good with a few exceptions. Common with Quarter 1 our response to missed collections is not acceptable, which is primarily as a result of increased long term sickness over the summer months; reducing the team's capacity to respond to missed collections. Priority has been given to maintaining collections and focusing on getting collections right first time. Our sickness levels have increased within the service due to three accidents which have impacted on 4 members of the team. A number of wellbeing issues have also impacted on sickness levels but plans are in place to support staff, and aid in their return to work.				