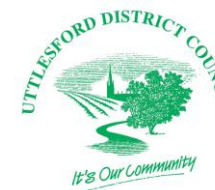


# Corporate Plan Delivery Plan 2019/20

Quarter 4 Update – Cabinet 27<sup>th</sup> May 2020



## 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 4 2019/20 Update (23<sup>rd</sup> April 2020)</u></b></p> <p>Work has continued with the review of all operational processes at the Saffron Walden and Thaxted centres, albeit slowed by long term staff absence.</p> <p>Productive discussions have been held with the Management Committee at Great Dunmow, and we have an agreed approach to renewing the management agreement.</p> <p>However, all day centres were closed in March due to the coronavirus pandemic and as a result this work is for a large part on hold. There is currently no timetable for reopening any day centre.</p>				

Programme / Project / Activity Title Code & Description	Outcome	Resources	Due Date	Officer Responsible
<b>19-CPDP-02 Local Plan</b>	<b><u>Activities for 2019/20</u></b>	<ul style="list-style-type: none"> <li>• Approved budget for a range of resources.</li> </ul>	31-Mar-2020	Gordon Glenday
A sound Local Plan that guides development to 2033, to address needs and opportunities whilst protecting and enhancing heritage and character.	<ul style="list-style-type: none"> <li>• Prepare for and participate in its examination in the public realm.</li> <li>• Commence preparation of development plan documents setting out the master plans for the proposed garden communities.</li> </ul> <b><u>Output Measures/Milestones</u></b> <ul style="list-style-type: none"> <li>• Examination commenced.</li> <li>• First hearings planned for July 2019.</li> </ul>		<b><u>Quarter 4 2019/20 Update (6<sup>th</sup> April 2020)</u></b> Local plan decision now scheduled to take place on 30 <sup>th</sup> April. This will determine whether or not to progress the current plan, or withdraw it and start a new plan.  <b><u>Further Update – 6<sup>th</sup> May 2020</u></b> Local Plan has been withdrawn, and therefore a new plan needs to be prepared.	

Programme / Project / Activity Title Code & Description	Outcome	Resources	Due Date	Officer Responsible
<b>19-CPDP-03 Promote Healthy Lifestyles</b>	<b><u>Activities for 2019/20</u></b>	<ul style="list-style-type: none"> <li>• Within existing budget and Public Health grant.</li> </ul>	31-Mar-2020	Roz Millership
Residents are active and optimise their health and wellbeing.	<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>		<b><u>Quarter 4 2019/20 Update (21<sup>st</sup> April 2020)</u></b> <ul style="list-style-type: none"> <li>• Yoga4Health classes has been established and running since July 2019. Active Uttlesford funding has been used to continue the classes. Future classes will continue from the small charge of £4 each session which is being held by the Lord Butler Leisure Centre. Classes are held in the Saffron Walden Day centre every Monday from 2:30-3:30pm.</li> </ul>	

	<p><b><u>Output Measures/Milestones</u></b></p> <p>•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.</p>		<ul style="list-style-type: none"> <li>• Monthly family walks continue with one walk taking place each month. 6 have taken place so far out of the 12. Four individuals attended the first walk and the busiest walk had over eighty individuals attending, ranging from young families with children to more elderly individuals.</li> <li>• Active for Parkinson's group was funded by Active Uttlesford with 2 X 6 week courses of Tai Chi over a 4 month period and delivery of 3 X 4 Nordic walking sessions over a 4 month period. These classes take place in Little Easton every Monday from 2:30-3:30. Coffee and tea is served from 3:30-4pm for socialising after the class for participants.</li> <li>• A junior park run is being considered. Plans of setting a 2km run every Sunday from 9am on the common in Saffron Walden is being considered. Recruitment of volunteers will take place to help run the event.</li> <li>• A local resident has contacted for help and guidance to set up a couch to 5k running group for residents in Saffron Walden, funding is currently being sourced from Active Essex in regards to this.</li> <li>• Inclusive Cricket Sessions commenced on the 12 February 2020. Each session runs every other Wednesday from 11:30-12:30pm, in Stansted Mountfitchet Leisure Centre. Each session is either walking cricket, clock cricket or table cricket. These sessions are for individuals living with dementia and their carers.</li> <li>• The My Weight Matters sessions continue to take place in Uttlesford District Council and the CVSU hub every Thursday with other venues running sessions across the district. The success rate of individuals losing weight and keeping this weight off has been very positive. This is in partnership with Anglian Community Enterprise.</li> </ul> <p>All of the above are on hold due to the COVID-19 pandemic.</p>
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Programme / Project / Activity Title Code & Description	Outcome	Resources	Due Date	Officer Responsible
<b>19-CPDP-04 Improve Community Safety</b>	<u><b>Activities for 2019/20</b></u>	<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> <p><u><b>Output Measures/Milestones</b></u></p> <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>		<p><u><b>Quarter 4 2019/20 Update (21<sup>st</sup> April 2020)</b></u></p> <p>The Community Safety hub has relocated and has provision for the PCSO's to work from the hub. Partnership working continues to strengthen and the MAC, and Think Family meetings continue to be well attended.</p> <p>Project 'Think Again' has now been delivered in 3 of the 4 secondary schools in the District. The schools have also benefitted from Gang and knife crime information delivered by the Ben Kinsella Trust and the Reach Every Generation theatre Group.</p> <p>The new ASB online reporting mechanism directly into the Community Safety officer is working well and the ASB policy and procedures have been updated. The use of Community Protection Warnings (CPW's) has been embraced by other departments within UDC in response to low level ASB and we have served these in Partnership with our police colleagues.</p> <p>Drinks with Community Links continues to 'pop up' in our more rural areas to enable conversations within our communities with our Community Safety Partners. This has been more successful lately with the purchase of the horsebox coffee bar with the CVSU as partners.</p> <p>Looking to relaunch the Uttlesford allotment watch through the pilot in Thaxted of the ToolSmart Campaign. Continuing to provide ongoing support to the Police with Operation Limelight at Stansted Airport, raising awareness around FGM. Distribution of leaflets with information of the signs to watch out for has taken place.</p>	

Programme / Project / Activity Title Code & Description	Outcome	Resources	Due Date	Officer Responsible
<b>19-CPDP-05 Continued support for the voluntary sector</b> Communities that are strong, self-sufficient, resilient and supportive.	<u><b>Activities for 2019/20</b></u> Continued work with voluntary sector, particularly the CVSU, to support vulnerable individuals and communities through a range of projects.  <u><b>Output Measures/Milestones</b></u> These will be defined within each project.	<ul style="list-style-type: none"> <li>• Within existing budget, including grants budget.</li> </ul>	31-Mar-2020	Roz Millership
<u><b>Quarter 4 2019/20 Update (21<sup>st</sup> April 2020)</b></u> We have continued to strengthen our work with our voluntary sector partners. In addition to our Business as Usual activities, we have set up the Community Response hub and the teams are working together as one to ensure a seamless system for our residents in the District that need support through the COVID-19 pandemic.				

Programme / Project / Activity Title Code & Description	Outcome	Resources	Due Date	Officer Responsible
<b>19-CPDP-06 Prevent homelessness</b> Increase in the prevention and the relief of homelessness within the district.	<u><b>Activities for 2019/20</b></u> <ul style="list-style-type: none"> <li>• Prevent Homelessness through early intervention methods.</li> </ul> <u><b>Output Measures/Milestones</b></u> <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>	31-Mar-2020	Roz Millership
<u><b>Quarter 4 2019/20 Update (9<sup>th</sup> April 2020)</b></u> The housing options team continues to focus on prevention even in challenging times. Outturn values for PI focusing on the work of the Housing Options Team towards homeliness relief & prevention show consistently improving performance; with the annual outturn exceeding target by more than a third.				

Programme / Project / Activity Title Code & Description	Outcome	Resources	Due Date	Officer Responsible
<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 4 2019/20 Update (9<sup>th</sup> April 2020)</u></b></p> <p>Completed programme of 8 new properties; 4 at Frambury Lane, Newport and 4 in Newton Grove Great Dunmow. The Re-development of Hatherley Court however in Saffron Walden (Phase 2) has been delayed further for technical issues and now due to COVID-19. Completion date as yet to be confirmed. Work on 16 new properties at The Moors in Little Dunmow is underway. Demolition completed and ground works commenced but site is now closed due to COVID-19. A grant of £460K has been awarded by Homes England towards this project; this will enable 8 of the 16 properties to be delivered at social rents.</p> <p>New plans have been developed for the site in Great Chesterford purchased by the HRA. The site already has planning permission for market houses. The new plans are for 13 affordable houses but planning committee has been delayed due to the COVID-19 pandemic. The tender documents are now out for the Thaxted Road site in Saffron Walden following the granting of planning permission for 14 affordable rented dwellings.</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. Initial discussions have been held with tenants at two sheltered schemes, Parkside in Saffron Walden and Alexia House in Dunmow. This followed a decision by Members of the Housing Board to ask officers to look at the future re-development of both sites and to stop the allocation of future vacancies. These are the last two sheltered schemes with unsuitable bed-sit type accommodation. Tenants are already relocating and initial plans are</p>	<p>Roz Millership</p>

			<p>being considered for Parkside with a view to putting options to members.</p> <p>Continuing to work with Accounts business partner to ensure that Right to Buy (RTB) receipts are spent in accordance with government agreement. The HRA acquired 5 properties using RTB receipts so that they were not returned to government. These have all now been added to the stock and let to tenants. Work is also underway on exploring the development potential of HRA owned land in Saffron Walden and White Roding as well as building a disabled adapted bungalow to meet a specific family's needs on an underused parking site in Elsenham.</p> <p>We are also in discussions with developer over acquiring some Section 106 properties in Dunmow.</p>
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Programme / Project / Activity Title Code & Description	Outcome	Resources	Due Date	Officer Responsible
<b>19-CPDP-08 Improve private sector housing conditions</b>  Private sector housing that is healthy and safe to live in	<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>	31-Mar-2020	Roz Millership
<p><b><u>Quarter 4 2019/20 Update (20<sup>th</sup> April 2020)</u></b></p> <p>The service continues to respond to all service requests and take appropriate formal action where Category 1 hazards are identified. In Quarter 3 the service issued its first civil penalty as an alternative to prosecution. The recipient has chosen to appeal. All other work streams continue to be managed (HMO licensing, discretionary grants etc).</p>				

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

Programme / Project / Activity Title Code & Description	Outcome	Resources	Due Date	Officer Responsible
<p><b>19-CPDP-09 Walden Castle</b></p> <p>Castle opened for public access and suitable events.</p>	<p><u>Activities for 2019/20</u></p> <ul style="list-style-type: none"> <li>• Installation of electricity, lighting and security and establish an events programme.</li> </ul> <p><u>Output Measures/Milestones</u></p> <ul style="list-style-type: none"> <li>• Work completed and access available to all - by end of August 2019.</li> <li>• Events programme to be developed by December 2019.</li> </ul>	<ul style="list-style-type: none"> <li>• Within existing resources</li> </ul>	<p>31-Mar-2020</p> <p><b>Action completed by end of Quarter 3 2019/20</b></p> <p><b><u>Quarter 3 2019/20 Update (02/01/2020)</u></b></p> <p>Last stages of works to the Castle have now been completed. We have taken our first event booking.</p>	<p>Nicola Wittman</p>

Programme / Project / Activity Title Code & Description	Outcome	Resources	Due Date	Officer Responsible
<p><b>19-CPDP-10 Museum Development Lottery Bid</b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• In addition it will enhance the fundraising capabilities of the Saffron Walden Museum Society through training.</li> </ul>	<p><u>Activities for 2019/20</u></p> <ul style="list-style-type: none"> <li>• Bid to Lottery Fund</li> </ul> <p><u>Output Measures/Milestones</u></p> <ul style="list-style-type: none"> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• Within existing resources.</li> </ul>	<p>31-Mar-2020</p> <p><b><u>Quarter 4 2019/20 Update (24<sup>th</sup> April 2020)</u></b></p> <p>Work continued throughout Quarter 4 on the audience development study and options approach. An initial options appraisal report was produced in January, and discussed at a workshop. However, discussions have now been held with two consultancies running this project with regard to a revised timetable due to the COVID-19 pandemic. A workshop to discuss interim audience development results in April has been cancelled. The next draft report for the project as a whole will be discussed at a (virtual) workshop in June. The revised timetable sees a completion date in September; however it is possible that the timetable will need to be revised further, depending on government restrictions due to the pandemic. Following delivery of the final report, there will be a further phase of work in which an adviser will be appointed to help the Museum Society research a fund-raising strategy.</p>	<p>Richard Auty</p>



Programme / Project / Activity Title Code & Description	Outcome	Resources	Due Date	Officer Responsible
<b>19-CPDP-11 Street Cleansing Five Point Plan</b>	<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>	31-Mar-2020	Ben Brown
A clean District that residents are proud of.			<p><b><u>Quarter 4 2019/20 Update (7<sup>th</sup> May 2020)</u></b></p> <p>Plan was completed during Quarter 4.</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>Activities for 2019/20</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>Output Measures/Milestones</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>Gordon Glenday</p>
<p><b>Quarter 4 2019/20 Update (21<sup>st</sup> April 2020)</b></p> <ul style="list-style-type: none"> <li>➤ Digital Innovation Zone (DIZ) work continues. Strategy in place. Successful in securing £2.3 million for ultrafast broadband to specific sites across DIZ. Working with a wide range of partners.</li> <li>➤ Survey to identify poor mobile communication was scheduled for Quarter 4. This was not completed due to loss of staff resources, and the COVID 19 pandemic.</li> <li>➤ Preparatory work continues to develop economic strategies for the proposed garden communities.</li> <li>➤ Car park ticket machine procurement on hold due to pandemic and poor response from the supplier of the existing ticket machines. A trial was scheduled for Quarter 4 but this is on hold until the pandemic lockdown is lifted.</li> <li>➤ Car Parking Strategy on hold until new/upgraded ticket machines in place.</li> <li>➤ NEPP have discussed two funding applications from UDC. It is hoped that the next NEPP Joint Committee meeting will make a final decision as to these bids. This meeting was scheduled for March 2020 but postponed due to lockdown.</li> <li>➤ Saffron Walden was not shortlisted for the Future High Street Fund after the submission of an expression of interest.</li> </ul>				

## 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 2020.</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>Angela Knight</p>
			<p><b><u>Quarter 4 2019/20 Update (22<sup>nd</sup> April 2020)</u></b></p> <p>The Medium Term Financial Strategy was approved at Council on the 25<sup>th</sup> February 2020. This included the General Fund and Housing Revenue Account Budgets, plus all associated strategies, including the Investment Strategy.</p> <p>The current emergency situation of COVID-19 will impact significantly on the published budget and this will be kept under constant review throughout the financial year and Members will be provided with regular updates.</p>	

Programme / Project / Activity Title Code & Description	Outcome	Resources	Due Date	Officer Responsible
<b>19-CPDP-14 Chesterford Research Park</b>	<p><b><u>Activities for 2019/20</u></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><u>Activities Measures/Milestones</u></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><u>Quarter 4 2019/20 Update (22<sup>nd</sup> April 2020)</u></b></p> <p>The output for the action is for 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.</p> <p>Work is ongoing with the refurbishment of Building 60 and the building is now fully let.</p>	

Programme / Project / Activity Title Code & Description	Outcome	Resources	Due Date	Officer Responsible
<b>19-CPDP-15 Uttlesford South Depot</b>	<p><b><u>Activities for 2019/20</u></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><u>Output Measures/Milestones</u></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><u>Quarter 4 2019/20 Update (22<sup>nd</sup> April 2020)</u></b></p> <p>Planning application has been refused and the land owner is submitting an appeal.</p>	

Programme / Project / Activity Title Code & Description	Outcome	Resources	Due Date	Officer Responsible
<b>19-CPDP-16 Workforce Development</b>  An engaged and flexible workforce that is able to react to the changing local government environment.	<b>Activities for 2019/20</b> <ul style="list-style-type: none"> <li>Develop a people plan.</li> <li>Bring on a stream of apprenticeships through apprenticeship levy.</li> </ul> <b>Output Measures/Milestones</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  <b>Quarter 4 2019/20 Update (24<sup>th</sup> April 2020)</b> Key workforce priorities have been delivered during Quarter 4. These include the successful TUPE transfer of Housing Property Services and Facilities Management staff to Uttlesford Norse Ltd, which was completed on time despite the Covid-19 challenges. New sickness absence data reporting was introduced to help managers proactively reduce sickness absence rates.  A huge exercise was carried out in response to the COVID-19 pandemic at the end of the quarter, through which our most vulnerable staff and those who could work from home were identified and arrangements made. We now have around 70% of the entire workforce working from home while continuing to deliver a good service. Considerable further work will now be needed on the Workforce Strategy to take into account new ways of working and the challenges presented by COVID-19 to the council in the longer term.	Richard Auty

Programme / Project / Activity Title Code & Description	Outcome	Resources	Due Date	Officer Responsible
<b>19-CPDP-17 Citizens Access</b>  Enhance self-service for council customers.	<b>Activities for 2019/20</b> <ul style="list-style-type: none"> <li>Installation of online access to Council Tax, Rents, Housing Benefits and Business Rates.</li> </ul> <b>Output Measures/Milestones</b> <ul style="list-style-type: none"> <li>Online account access for customers is available</li> <li>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  <b>Quarter 4 2019/20 Update (24<sup>th</sup> April 2020)</b> Following the successful release of the Council Tax, Business Rates & Benefits modules of Citizens Access to the public in Quarter 3, the Landlord module was launched during Quarter 4. Any technical issues identified have been resolved to ensure the continued availability of the system. Installation of the one remaining piece of functionality - Housing Online (Rents) - was delayed due to staff time being prioritised to Covid-19 activity, but work on this this is expected to be picked up in the next few weeks.	Richard Auty

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> • Acquisition of commercial units in accordance with the Investment Strategy.  <u><b>Output Measures/Milestones</b></u> • One investment completed by 30th September 2019. • Second investment completed by 31st March 2020.	• Within the resources allocated, in principle, in the Investment Strategy (subject to Council final approval).	31-Mar-2020	Adrian Webb
<u><b>Quarter 4 2019/20 Update (24<sup>th</sup> April 2020)</b></u> Two investments have exchanged with a total outlay of £26 million which together will deliver circa £1 million in revenue income per annum. Other opportunities are currently being explored.				

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> • Improvements in service delivery implemented and sustained.  <u><b>Output Measures/Milestones</b></u> • Improvements in KPIs. • Improved customer service - reduced complaints, improved service standards, i.e. reduced wait times for bin deliveries, online booking on bulky waste collections.	• Within the resources allocated.	31-Mar-2020	Ben Brown
<u><b>Quarter 4 2019/20 Update (7<sup>th</sup> May 2020)</b></u> Improvements for this year have been completed. Management of sickness must remain a key task for 2020-21.				