

## Corporate Plan Delivery Plan 2021/22 Progress to 31 August 2021

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

| <b>Active place maker for our Towns and Villages</b>  |   |  |  |  |
|---|---|--|--|--|
| <b>We Will:</b>   | <b>Activities</b>   | <b>Outputs/Milestones</b>  | <b>Resources</b>   | <b>Lead CM/ Officer</b>  |
| <b>1. Masterplan our new communities for and with residents</b>   |   |  |  |  |
| <p><i>a. Use Locally Led Development Corporations to deliver sustainable new settlements</i></p> <p><i>b. Provide the greatest level of influence and protection for communities adjacent to new settlements</i></p>  | <p>Continue work on a new Local Plan.</p> <p>Ensure appropriate evidence is in place to support the Local Plan.</p>   | <p>Achieve milestones for 21/22 in Local Development Scheme (LDS)</p>                                | <p>Within resources currently allocated. Further resources to be considered and possibly allocated – subsequent to review by and advice from EELGA</p>                                       | <p>Portfolio Holder for Planning and the Local Plan/Assistant Director of Planning</p> |
| <p><b>Comment:</b> A major consultation and engagement exercise has just been completed on the Issues and Options stage of the Local Plan to ensure that people from a wide range of interests and backgrounds get the opportunity to feed into the local Plan policies and land-use allocations. Work has been commissioned from 17 consultancies to ensure that the evidence base is comprehensive and up to date, and this is underway. The Local Plan Leadership Group has developed a vision and objectives and preliminary outline strategy for the Local Plan, this is ensuring the Local Plan is strategy-led, and that strategy is developed through member input.</p> |   |  |  |  |
| <b>2. Support our towns and villages to plan their neighbourhoods</b>   |   |  |  |  |
| <p><i>a. Deliver an outstanding planning and place-making capability with the right capacity to create quality outcomes with and for all our communities</i></p>  | <p>External reviews of pre-application processes, potential of planning obligations and engagement of town and parish councils and wider organisational review of the planning function</p> | <p>Final report conclusions by 30 April 2021<br/>Improvement plan to be approved by 31 July 2021</p> | <p>£240k ongoing allocated. Further ongoing resources may be requested – subsequent to review by and advice from EELGA but this will need to be considered in light of the overall MTFS.</p> | <p>Portfolio Holder for Planning and the Local Plan/Assistant Director of Planning</p> |
| <p><b>Comment:</b> The East of England Local Government Association (EELGA) final report and recommendations relating to the Planning Service was delayed and the final version had not been received by the end of August 2021. Further editing was needed. An Action Plan is now being developed to take forward the</p>  |   |  |  |  |

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| <p>recommendations and address the needs of the Service. This will include a spending plan for the £240k already allocated for additional resources to the Planning Service. The EELGA report and an assessment of its recommendations will be reported to Scrutiny Committee and Cabinet in October 2021.</p>  |  |   |  |  |
| <p><i>b. Facilitate Neighbourhood Planning across the district through strong engagement with and support of all town and parish councils</i></p>   | <p>Officers to work pro-actively with Parishes to encourage more Neighbourhood Plans to be instigated and subsequently “made” to help communities shape their own areas.</p> | <p>Support for 8 neighbourhood plans already underway. Neighbourhood plans in 4 other areas already “made”.<br/><br/>Facilitate workshop(s) for areas not yet commenced. Other NHP groups to promote benefits</p> | <p>Within existing resources<br/><br/>Neighbourhood planning groups are encouraged to use resources of RCCE, <i>LOCALITY</i></p> | <p>Portfolio Holder for Planning and the Local Plan/Assistant Director of Planning</p> |
| <p><b>Comment:</b> There are four neighbourhood plans “made” in Uttlesford, the one for Newport, Quendon &amp; Rickling being the most recent, in June this year. The Council continues to support neighbourhood plan groups that want to get a neighbourhood plan in place.</p>  |  |   |  |  |
| <p><i>c. Implement policies which create better homes and neighbourhoods that meet or exceed national standards</i></p>   | <p>Policies to be developed through the Local Plan process</p>   | <p>Timescales incorporated in the Local Development Scheme</p>  | <p>Within existing resources</p>   | <p>Portfolio Holder for Planning and the Local Plan/Assistant Director of Planning</p> |
| <p><b>Comment:</b> The evidence to support the preparation of such policies will come from the 17 evidence base studies that have been commissioned to support the development of the Local Plan.</p>   |  |   |  |  |
| <p><i>d. Work with partners and stakeholders to deliver new sports, play and community facilities</i></p>   | <p>Policies to be developed through the Local Plan process</p>   | <p>Timescales incorporated in the Local Development Scheme</p>  | <p>Within existing Resources</p>   | <p>Portfolio Holder for Planning and the Local Plan/Assistant Director of Planning</p> |
| <p><b>Comment:</b> The Council continues to engage with the Uttlesford Playing Pitch Strategy Implementation Group, set up after the sports and recreation evidence base was completed by the consultants in 2019. A major sports grant allocation was made to the Saffron Walden Community Football Club to provide a 3G pitch in Saffron Walden which was completed in August 2021. A report to Cabinet recommending major sports grant allocations for 2021-2 was published. This included funding for a replacement skate park for Thaxted and a scheme to encourage participation and widening of the user base.</p> |  |   |  |  |

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| <b>3. Secure greater benefits for our community from new development</b>  |  |  |   |   |
| <i>a. Implement the Community Infrastructure Levy along with s106 to deliver strategic community projects and greater local benefit from development</i>  | No work is scheduled on this priority for 21/22  |  |   | Portfolio Holder for Planning and the Local Plan/Assistant Director of Planning |
| <b>Comment:</b> The Council has commissioned consultants to prepare an Infrastructure Delivery Plan. Work is underway. The Strategic Infrastructure Delivery Group has been briefed by the consultants. Identification of the infrastructure required to support development and related costs will inform decisions on CIL once the Local Plan is suitably progressed. |  |  |   |   |
| <i>b. Increase the transparency of the Section-106 Agreement process and councillor engagement</i>  | Implement the Cabinet adoption of the Scrutiny recommendations regarding Section Obligations reported in May 2021. | <p>Creation of an Uttlesford Developers Contribution Document by end March 2022 for consultation and adoption by June 2022</p> <p>Adopt formal procedural approach for town and parish councils in S106s, Include reflection process with partners, before end March 2022.</p> <p>As part of the review of Planning Committee Reports to include consistent reporting of S106s of Major Planning Applications by December 2021</p> | Some additional resources may be required specifically on the EXACOM data base matters. | Portfolio Holder for Planning and the Local Plan/Assistant Director of Planning |

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|-----------------|------------|--|-----------|------------------|
|                 |            | <p>Priority Populating of EXACOM database by end of March 2022 and subject to audit/GDPR launch public interface</p> <p>Conclude the work with SWTC on a draft framework for local council liaison in planning matters; extend the engagement to all local councils based on the framework by 31 March 22.</p> |           |                  |

**Comment:** The action plan being prepared by the recently appointed Planning Transformation Lead will capture these points and programme them. New templates for Planning Committee reports are actively being discussed with the Development Management team.

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| <i>c. Ensure that strong Planning Enforcement holds developers to account</i> | Implementation of Enforcement Works Stream as recommended with the EEGLA review | <p>Improved use of IDOX Enforcement Module for complainant, third tier updates, and generation of notices before March 2022</p> <p>Reporting of enforcement matters (including narratives of interventions) to Planning Committee before end December 2021</p> | Work will continue in accordance with enforcement policy | Portfolio Holder for Planning and the Local Plan/Assistant Director of Planning |
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**Comment:** Prioritisation of cases is taking place to address the backlog of reports that had built up during COVID restrictions. This includes attention to tolerated works to licensed premises. It has also involved a significant allocation of staff resources to resolving barriers to the transfer of assets from developers to town and parish councils where that has been agreed, or otherwise generally to management companies, enabling future stewardship.

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| <i>d. Require developers to be considerate of the communities in which they build</i> | Implementation of Enforcement Works Stream as recommended with the EEGLA review | Production and Relaunch of Guidance around Development Sites and better use of Construction Management Plans. | Standard conditions are applied and monitored within existing resources; further recommendations may arise from the planning transformation action plan | Portfolio Holder for Planning and the Local Plan/Assistant Director of Planning |

**Comment:** The action plan being prepared by the recently appointed Planning Transformation Lead will capture these points and programme them.

### 4. Work with the airport on issues of concern to communities

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| <i>a. Seek a reduction in night flights</i> | Respond to the Government's night flights consultation (by 1 <sup>st</sup> October) and take part in the promised future evaluation by the Government of the costs and benefits of night flights. | A decrease in the number of permitted and actual night flights over time. | <b>BAU:</b> Respond to proposed changes within existing resources | Portfolio holder for Transport, Infrastructure and Stansted Airport/ Assistant Director Planning |
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**Comment:** The council's STAAP considered the DfT's consultation on Night Flying Restrictions at the designated airports (Heathrow Gatwick and Stansted) and national policy at its meeting on 18 August, and formulated detailed recommendations to Cabinet as to how the council should respond. The Panel expressed the view that there should be no night flights except in emergencies.

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| <i>b. Implement programmes to reduce airport related village fly-parking</i> | Receive the recommendations from the Scrutiny Committee Task and Finish Group into fly parking. Continue to work as part of the Stansted Area Transport Forum to use S106 funding | Final report of the T&F Group has been delayed. Cabinet will respond when the work is complete and further reviewed in light of the impact on travel of the Covid19 pandemic and | Within existing resources | Portfolio holder for Transport, Infrastructure and Stansted Airport/ Assistant Director Planning |
|--|---|--|---------------------------|--|

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|--|---|---|--|--|
|  | to evaluate, publicise and implement appropriate schemes to prevent or reduce fly parking where it is detrimental to local amenity.                               | continuing emphasis on sustainable transport in light of the climate crisis.  |  |  |
| <p><b>Comment:</b> The impact on air travel from Covid-19 has affected the feasibility of a comprehensive assessment of the current issues. However, there continue to be local issues even with the currently depressed number of air passengers. The situation continues to be monitored by officers and members with a view to identifying solutions. As a result the Scrutiny committee decided to remove this workstream from its programme. The Transport Forum continues to have the potential to deliver solutions, where they can be agreed between the relevant parties.</p> |   |   |  |  |
| <p><i>c. Work to secure investment in sustainable transport to and from airport, including for local workers</i></p>   | Continue to work as part of the Stansted Area Transport Forum to use S106 funding to start up appropriate services and to fund enhancements to existing services. | An increase in the percentage of airport passengers and staff travelling to and from the airport by sustainable transport as measured by CAA travel data. | Participation in Stansted Area Transport forum work will continue within existing resources. | Portfolio holder for Transport, Infrastructure and Stansted Airport/ Assistant Director Planning |
| <p><b>Comment:</b> COVID-19 has had a significant impact on the revenue from passengers on both rail and bus services, requiring significant financial support from government. The longer term implications are as yet unclear.</p>   |   |   |  |  |

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| <b>5. Nurture employment and retail areas to create jobs and retain businesses</b>  |   |                    |  |  |
|   | <p>An Economic Development Recovery Plan 2020-2023 was approved by Council in Dec 2020. The elements of the main themes of the plan will be delivered according to this plan in 2021/22. The main themes are:</p> <ol style="list-style-type: none"> <li>1. Business Engagement and Support</li> <li>2. Information, Advice and Guidance</li> <li>3. Skills and Training</li> <li>4. Creating Jobs / Inward Investment</li> </ol> <p><i>Note: Linda Howells is working on a comprehensive progress report on the Recovery Plan which should be available by the end of next week.</i></p> |                    | <p>Within existing resources, including £355,000 allocated to the Business Recovery Fund for 2021/22</p> <p>Project management to be jointly procured through the North Essex Economic Board</p> <p>Inward investment work jointly commissioned through the Innovation Corridor Core group</p> | <p>Portfolio holder for the Economy, Investment and Corporate Strategy, Portfolio Holder for Planning &amp; the Local Plan / Assistant Director Planning</p> |
| <p><b>Comment:</b> The Economic Development team continues to bid and secure external funding for economic recovery measures in the District. Just under £1 million in Additional Restrictions Grant (ARG) has been secured to support businesses and a further bid of over £400k is being made to the Business Adaptations Fund to provide additional support to our local business community. Significant progress has been made by ECC on behalf on the councils including UDC participating in the North Essex Economic Board in contracting additional capacity for business engagement and support and signposting information advice and guidance. It is doing so using pooling of ARG from contributing council, UDC's contribution being £183,000. That enhanced capacity will shortly go live. The investor promoting the redevelopment of surplus land on Stansted Airport Northside area has been carrying out its pre-application engagement with local communities on its plans. This site has significant inward investment potential, if it proceeds.</p> |   |                    |  |  |
| <p><i>a. Protect and grow our town centres as economic hubs</i></p>   | <p>See above</p>  |                    |  |  |
| <p><i>b. Increase tourist spend</i></p>   | <p>See above</p>  |                    |  |  |
| <p><i>c. Support the creation of amenities that stimulate and facilitates local businesses, such as enterprise zones, business parks, office blocks,</i></p>  | <p>See above</p>  |                    |  |  |

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|---|-------------------|---------------------------|---|--|
| <i>industrial areas, and start-up hubs</i>  |                   |                           |   |  |
| <i>d. Support the expansion and promotion of key relevant employment sectors for the district</i>   | See above         |                           |   |  |
| <i>e. Work with partners to promote the economic opportunities of the London - Cambridge Innovation Corridor, Stansted Airport and our main transport corridors</i>                                     | See above         |                           |   |  |
| <i>f. Work with the airport to increase local airport-based employment opportunities</i>  | See above         |                           |   |  |
| <b>6. Enforce good business standards in our district</b>   |                   |                           |   |  |
| a. Make sure that businesses and trades in our district meet the national standards and licensing required of them  |                   |                           | BAU: Regulatory standards are applied, and enforced where necessary, in accordance with the enforcement policy, within existing resources | Portfolio Holder for Council and Public Services/Assistant Director of Housing, Health and Communities |
| <b>Comment:</b> Advice and support is being provided to a range of businesses to enable them to operate both in a Covid safe manner and in regard to more traditional Health and safety considerations. |                   |                           |   |  |
| <b>7. Deliver more affordable homes and protect those in need in our district</b>   |                   |                           |   |  |



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|--|--|--|----------------------------------|--|
| <p><i>a. Increase the number of affordable homes delivered and different tenure options including social renting</i></p> | <p>Develop a new Housing Strategy and supporting policies that details how the Council will develop, acquire and enable the supply of affordable housing</p> <p>Develop a new Housing Revenue Account (HRA) Business Plan that confirms the capacity of borrowing through the HRA for the delivery of new council housing (including use of commuted sums, Right to Buy (RTB) receipts, loans and innovative funding models)</p> <p>Regularly engage with local registered providers on their affordable housing delivery and identify barriers to further development, Ensure appropriate schemes deliver the required 40% affordable homes</p> <p>Incentivise community-led housing programmes to increase the number of Community Land Trusts</p> | <p>New Housing Strategy adopted by 31 December 2021 (due to limitations on consultation events)</p> <p>New HRA Business Plan adopted by 30 Sept 2021<br/>Delivery of 43 new homes in 21/22. Progress 63 new homes to planning permission stage in 21/22<br/>Continue to identify opportunities for further provision. This forms part of the BAU of the Housing and Planning Services</p> <p>Actions to be included in the Housing Strategy (31 Dec 21)</p> <p>HE Grants applied for as applicable to qualifying schemes</p> | <p>Within existing resources</p> | <p>Portfolio Holder for Housing and Health/Assistant Director of Housing, Health and Communities</p> |

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|--|--|---|----------------------------------|---|
|  | <p>(CLTs) across the District, particularly within rural communities</p> <p>Explore Homes England (HE) grant opportunities as they become available</p>                                |   |                                  |   |
| <p><b>Comment:</b> Consultation on the New Housing Strategy and HRA Business Plan is taking place. A successful application for Homes England Grant has been applied on the new Council development at Little Dunmow enabling some properties to be delivered at social rents. Two other developments currently on site which will deliver a further 27 new homes. Other sites are being worked through planning</p> |  |   |                                  |   |
| <i>b. Refurbish our existing council homes to sustainable standards when required</i>  | <p>Continue with estate renewal and regeneration programmes whilst reducing the carbon footprint of those homes. Improve home energy efficiency across the Council's housing stock</p> | <p>Awaiting details of future grant provision from BEIS for 21/22</p> |                                  | <p>Portfolio Holder for Housing and Health/ Assistant Director of Housing, Health and Communities</p> |
| <p><b>Comment:</b> Funding opportunities for government and industry grants being explored. Asset list identifying installation measures at each location is being prepared to enable a bid to be submitted.</p>   |  |   |                                  |   |
| <i>c. Reduce the number of empty homes</i>   | <p>Develop an Empty Homes Strategy</p>   | <p>New Empty Homes Strategy adopted by 31 March 2022</p>              | <p>Within existing resources</p> | <p>Portfolio Holder for Housing and Health/Assistant Director of Housing, Health and Communities</p>  |
| <p><b>Comment:</b> One empty home has been vested in the Council following CPO. There are a further two properties that may require enforcement proceedings. The landlords of properties that have been empty for 6 months + are contacted each quarter and letters are sent offering PLACE grant funding support. Enforcement is reserved that are rated high on an impact assessment.</p>                          |  |   |                                  |   |

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|--|--|--|--|--|
| <i>d. Ensure that landlords maintain high quality private sector housing conditions</i>  | Review assistance available for landlords, including empty property owners | Revision of Housing Renewals Assistance Policy by 31 March 2022                        | Within existing resources  | Portfolio Holder for Housing and Health/Assistant Director of Housing, Health and Communities  |
| <p><b>Comment:</b> The service continues to respond reactively to complaints of disrepair. An online landlord forum is proposed for Quarter 3 and the review of UDC assistance policy is planned for Quarter 3 / Quarter 4.</p>  |  |  |  |  |
| <i>e. Ensure that services to protect vulnerable women and men who live in our district are accessible and appropriate</i>   |  |  | BAU – support is delivered and monitored under existing framework, within existing resources   | Portfolio Holder for Housing and Health/ Assistant Director of Housing, Health and Communities   |
| <p><b>Comment:</b> Working with the Change Project, a Domestic Abuse (DA) counselling charity, on initiatives to encourage change and stop the cycle of domestic abuse. Working with interactive theatre group to deliver workshops within schools that tackle domestic abuse/violence against women/consent. Working closely with commissioned DA services and have representative working with the community safety hub and linking closely with the housing teams. Essex County Council have identified funding for tier 2 authorities to support with delivering outcomes relating to areas within the new DA Act. This money will be used to enhance the commissioned service (Next Chapter) within the District. There will be a dedicated DA liaison officer within the Community Safety Hub working closely with the Housing Team to ensure a smooth pathway for victims with advice on how to live safely and independently. Funding will also be used to enhance the Council's Sanctuary Scheme where appropriate.</p> |  |  |  |  |
| <p><b>8. Promote healthy lifestyles in diverse and inclusive communities</b></p>   |  |  |  |  |
| a. Work with partners, including the voluntary sector, to improve the general quality of life for residents, including for residents that experience social isolation, poor mental health, obesity, addiction and dementia   | Deliver recommendations of the Uttlesford Health and Wellbeing Strategy    | Identified recommendations of the Uttlesford Health and Wellbeing Strategy implemented | <p>Within existing resources plus Public Health Grant funding</p> <p>BAU: support is provided to the voluntary sector through the extensive grants</p> | Portfolio Holder for Housing and Health/Portfolio Holder for Communities, Youth, Public Safety, Emergency Planning and liaison with the Policy and Fire & Rescue Service / Assistant Director of Housing, Health and Communities |

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|  |            |                    | <p>programme, within existing resources</p> <p>BAU: Various parish council-organised civic pride events are supported within the existing resources</p> |  |
| <p><b>Comment:</b> Continuing to support the Uttlesford Community Response Hub that was introduced as a direct response to residents needs in March 2020 at the start of the Covid-19 pandemic. The current levels of support will be expanded to address the anticipated rise in residents requiring assistance. This will be achieved with the recruitment of two Community Responders who will work closely with partner organisations and social prescribers to provide information, guidance and support to those most in need. Set up a Community Services working group to identify the best way to deliver/commission support services.</p>  |            |                    |   |  |
| <p><i>b. Continue to be an active partner of the Health and Wellbeing Partnership, to promote healthy lifestyles</i></p>   |            |                    | <p>BAU: The Council will continue to be an active partner of the Health and Wellbeing Partnership</p>   | <p>Portfolio Holder for Housing and Health / Assistant Director of Housing, Health and Communities</p> |
| <p><b>Comment:</b> Work on delivering the recommendations of the Health and Wellbeing Partnership has resumed following the lifting of restrictions. Progress against the action plan is reported to the Health and Wellbeing Board. Uttlesford falls prevention programme is delivering face to face classes for residents that may be experiencing balance issues, mobility issues or at the risk of falling. Uttlesford food alliance has been set up with the objective to reduce food poverty/insecurity throughout the district. Once more established this group will develop a food alliance strategy to include food growing, community fridges, community cooking programmes and healthy eating initiatives.</p> |            |                    |   |  |