

Corporate Plan - Delivery Plan 2022/23

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

Active place maker for our Towns and Villages				
We Will:	Activities	Outputs/Milestones	Resources	Lead CM/ Officer
1. Masterplan our new communities for and with residents				
<i>a. Use Locally Led Development Corporations to deliver sustainable new settlements</i>	Progress discussions with government around establishing a development corporation	Decision from government as to appropriateness by December 22 Next steps to be confirmed, depending on government advice/decision	Within existing resources	Portfolio Holder for Planning, Stansted Airport, Infrastructure Strategy and the Local Plan
<i>b. Provide the greatest level of influence and protection for communities adjacent to new settlements</i>	Consult with communities in the development of the Local Plan. Community stakeholder forums are planned for areas affected by substantial development.	Publication of a Regulation 18 consultation in May 22. Publication of a Regulation 19 version in Spring 23. Commencement of community stakeholder forums following reg 18 consultation.	The Local Plan & New Communities team.	Director of Planning
<u>Comment:</u>				
2. Support our towns and villages to plan their neighbourhoods				
<i>a. Deliver an outstanding planning and place-making capability with the right capacity to create quality</i>	Progression of restructure of Development Management to emphasise the need for place-making and quality	Restructured department by end of October 22	Within existing resources	Portfolio Holder for Planning, Stansted Airport, Infrastructure

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We Will:	Activities	Outputs/Milestones	Resources	Lead CM/ Officer
<i>outcomes with and for all our communities</i>	design in forthcoming major schemes			Strategy and the Local Plan Director of Planning
<u>Comment:</u>				
<i>b. Facilitate Neighbourhood Planning across the district through strong engagement with and support of all town and parish councils</i>	Support Town and Parish Councils that want to develop Neighbourhood Plans.	Neighbourhood Plan areas being designated. Regulation 14 and Regulation 16 consultation periods being undertaken. Neighbourhood Plans being 'made'. Timescales as appropriate to each Neighbourhood Plan group.	Support from the Local Plan & New Communities team, RCCE and appropriate consultancy.	Portfolio Holder for Planning, Stansted Airport, Infrastructure Strategy and the Local Plan Director of Planning
<u>Comment:</u>				
<i>c. Implement policies which create better homes and neighbourhoods that meet or exceed national standards</i>	Continue to progress development of a Local Plan	Publication of a Regulation 18 consultation in May 2022. Publication of a Regulation 19 version in Spring 2023. Adoption of the Local Plan in Summer 2024.	The Local Plan & New Communities team, involving others in the Council as appropriate.	Portfolio Holder for Planning, Stansted Airport, Infrastructure Strategy and the Local Plan Director of Planning
<u>Comment:</u>				

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We Will:	Activities	Outputs/Milestones	Resources	Lead CM/ Officer
<i>d. Work with partners and stakeholders to deliver new sports, play and community facilities</i>	Run the large Sports Grant programme for 22/23	Publicise availability of grant and encourage applications by April 22 Grants Committee to recommend to Cabinet by June 22 Cabinet decision by July 22	£150,000 funding allocated for 22/23 Communities Team	Portfolio Holder for Sport, Leisure and the Arts Assistant Director for Housing, Health and Communities
	Develop policies through the Local Plan process	Regulation 18 consultation in May 22 Regulation 19 publication period in Spring 23 Adoption of the Local Plan in Summer 2024	Within existing resources	Portfolio Holder for Planning, Stansted Airport, Infrastructure Strategy and the Local Plan Director of Planning
<u>Comment:</u>				
<i>3. Secure greater benefits for our community from new development</i>				
<i>a. Implement the Community Infrastructure Levy along with s106 to deliver strategic community projects and greater local benefit from development</i>	Restart development of CIL and associated draft charging schedule.	Publication of CIL and a draft charging schedule for consultation in Spring 2023. Adoption of CIL and associated charging schedule alongside the Local Plan in Summer 2024.	The Local Plan & New Communities team, involving others in the Council as appropriate.	Portfolio Holder for Planning, Stansted Airport, Infrastructure Strategy and the Local Plan

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				Director of Planning
<u>Comment:</u>				
<i>b. Increase the transparency of the Section-106 Agreement process and councillor engagement</i>	Deliver the Section 106 pathway of the East of England Local Government Association (EELGA) Planning review report	<p>The production of Section 106 Obligations Guidance, covering matters related to contributions, community engagement and guidance around stewardship, following consultation to be adopted as SDP by Autumn 22</p> <p>Set up EXACOM database for the monitoring and management of Section 106s including public interface to allow public scrutiny. By October 22</p>	<p>The Local Plan & New Communities team, involving others in the Council as appropriate.</p> <p>Development Manager, Section 106 Enforcement & Monitoring Officer. Budget of £22,000 approx secured for external consultants to input data, and to secure upgrade to software</p>	<p>Portfolio Holder for Planning, Stansted Airport, Infrastructure Strategy and the Local Plan</p> <p>Director of Planning</p>
<u>Comment:</u>				
<i>c. Ensure that strong Planning Enforcement holds developers to account</i>	Deliver the Planning Enforcement pathway of the EELGA Report, including IDOX and web improvements	<p>Improved use of IDOX system, including automatically generated correspondence to customers, parish councils and other interested parties by December 22.</p> <p>Review of web content to aid customer enquiries and customer knowledge by December 22.</p>	Within existing resources	<p>Portfolio Holder for Planning, Stansted Airport, Infrastructure Strategy and the Local Plan</p> <p>Director of Planning</p>

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<u>Comment:</u>				
<i>d. Require developers to be considerate of the communities in which they build</i>	Increase the use of Construction Management Plans through planning conditions	Consideration of a Construction Management Plan, including requirement for pre-engagement with community, on all sensitive sites in 22/23.	Within existing resources	Portfolio Holder for Planning, Stansted Airport, Infrastructure Strategy and the Local Plan Director of Planning
<u>Comment:</u>				
4. Work with the airport on issues of concern to communities				
<i>a. Seek a reduction in night flights</i>	Make comments on the night flights consultation for the post-October 2025 regime	Make comments to appropriate consultations. Night flights consultation is due in 2023.	The Local Plan & New Communities team, involving others in the Council as appropriate.	Portfolio Holder for Planning, Stansted Airport, Infrastructure Strategy and the Local Plan Director of Planning
<u>Comment:</u>				

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We Will:	Activities	Outputs/Milestones	Resources	Lead CM/ Officer
<i>b. Implement programmes to reduce airport related village fly-parking</i>	Car Park Review to be carried out with specified objective to include airport related fly parking.	<p>Car Park Strategy to include agreed recommendations and action plan.</p> <p>Consultant to be appointed in March 22. Final report expected to be received September 22, definite date to be confirmed once consultant has been appointed. Action plan to be produced and presented to members late autumn.</p>	NEPP (Parking Partnership) is providing up to £80,000 to support the review.	<p>Portfolio Holder for Planning, Stansted Airport, Infrastructure Strategy and the Local Plan</p> <p>Portfolio Holder for the Economy, Investment and Corporate Strategy</p> <p>Assistant Director of Resources</p> <p>Director of Planning</p>
<u>Comment:</u>				
<i>c. Work to secure investment in sustainable transport to and from airport, including for local workers</i>	Working through the airport transport forum, the Local Plan and appropriate planning permissions.	Investment secured through s106 funding, bids to government and other sources to support sustainable transport to and from airport, including for local workers. The measures to be implemented will be developed through the transport forum and/or match any details from the planning permission.	The Local Plan & New Communities team and Development Management.	<p>Portfolio Holder for Planning, Stansted Airport, Infrastructure Strategy and the Local Plan</p> <p>Director of Planning</p>

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<i>We Will:</i>	<i>Activities</i>	<i>Outputs/Milestones</i>	<i>Resources</i>	<i>Lead CM/ Officer</i>
<u>Comment:</u>				
5. Nurture employment and retail areas to create jobs and retain businesses				
<i>a. Protect and grow our town centres as economic hubs</i>	<p><i>A three-year Economic Recovery Plan Delivery Plan (ERPDP) is in place, with 2022/23 being the second year. The activities in this section emanate from that plan.</i></p> <p>Development of Town Centre Masterplans, working with the Local Plan Team and other stakeholders including businesses in town and village centres and the North Essex Economic Board (NEEB), in which Uttlesford has both member and officer participation.</p> <p>Active participation in the Essex and Herts Digital Innovation Zone and the Special Interest Group for the High Streets.</p>	<p>Commence work on establishing collective vision and developing a strategy and action plan by March 23</p> <p>Ongoing publicity of support and advice available through www.uttlesford.gov.uk/business, regular business e-newsletters and social media to end of March 23.</p> <p>Continued working with NEEB on developing, identifying and promoting joint initiatives to support local businesses to end of March 23.</p> <p>Car Park review carried out and report to be presented to members in late Autumn 22 on the recommendations and actions identified.</p>	<p>£1m has been allocated to the plan, spend has been profiled equally over the life of the plan.</p> <p>NEPP (Parking Partnership) is providing up to £80,000 to support the Car Park review.</p> <p>Economic Development Team</p>	<p>Portfolio Holder for the Economy, Investment and Corporate Strategy</p> <p>Assistant Director of Resources</p>

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We Will:	Activities	Outputs/Milestones	Resources	Lead CM/ Officer
		<p>Discussions with NEPP/ECC regarding On Street parking recommendations following review.</p> <p>Develop a Car Parking Strategy to support the vitality of the town centres, following agreed adoption of recommendations and action plan by March 23</p>		
<i>b. Increase tourist spend</i>	<p>Continue to promote new Tourism website Discover Uttlesford and the Dscvr app launched for Discover Saffron Walden, Discover Dunmow, Discover Thaxted and Discover Stansted.</p> <p>Work with Visit Essex to use their website to promote tourism in Uttlesford. Saffron Walden Town Council and the Tourist Information Centre will support the promotion of the whole district.</p>	<p>Website was launched in March 22.</p> <p>An extensive marketing campaign will link to the website and apps, continuing throughout 22/23.</p> <p>Continued updates to Uttlesford Business website and business e-letter</p>	<p>£1m has been allocated to the plan, spend has been profiled equally over the life of the plan.</p> <p>Economic Development Team</p>	<p>Portfolio Holder for the Economy, Investment and Corporate Strategy</p> <p>Assistant Director of Resources</p>
<i>c. Support the creation of amenities that stimulate and facilitates local businesses, such as enterprise zones, business parks, office blocks,</i>	<p>Provide business start-up advice and sign posting to relevant agencies/ initiatives.</p>	<p>Promote NEEB Business Start-Up project, to end of November 22.</p> <p>Review start-up information on Uttlesford business website to ensure it remains up to date</p>	<p>£1m has been allocated to the plan, spend has been profiled equally over the life of the plan.</p> <p>Economic Development Team</p>	<p>Portfolio Holder for the Economy, Investment and Corporate Strategy</p> <p>Assistant Director of Resources</p>

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We Will:	Activities	Outputs/Milestones	Resources	Lead CM/ Officer
<i>industrial areas, and start-up hubs</i>	<p>Update Business Start-up Guide</p> <p>Continue to support business networks in the district to enable them to provide high quality information and advice to their members</p>	<p>Business Start-Up Guide was produced and distributed during 21/22. This will be updated as necessary during 22/23.</p> <p>Regular contact with organisations including Saffron Walden Business Improvement District, Stansted Airport Chamber of Commerce and Great Dunmow Town Team and Stansted Business Forum.</p>		
<i>d. Support the expansion and promotion of key relevant employment sectors for the district</i>	<p>Promote Discretionary Business Rates Relief Scheme to support business to expand and grow and encourage inward investment, by offering up to two-year discounts to move into the district.</p> <p>Continue to foster close working relationships with the BEST Growth hub (Businesses in Essex, Southend and Thurrock) and other business support agencies to provide advice, guidance and access to other initiatives for existing businesses.</p>	<p>Policy has been updated ahead of 22/23 and this will be promoted on our website and other social media channels</p> <p>Continued close working relationships with other organisations</p> <p>Continued attendance at quarterly BEST steering group meetings, receiving performance reports on engagement with district businesses</p>	<p>£1m has been allocated to the plan, spend has been profiled equally over the life of the plan.</p> <p>Economic Development Team</p>	<p>Portfolio Holder for the Economy, Investment and Corporate Strategy</p> <p>Assistant Director of Resources</p>

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We Will:	Activities	Outputs/Milestones	Resources	Lead CM/ Officer
<i>e. Work with partners to promote the economic opportunities of the London - Cambridge Innovation Corridor, Stansted Airport and our main transport corridors</i>	Continue to work with Innovation Core, which comprises five local authorities (Uttlesford, Harlow, Epping, Broxbourne and East Herts).	Continue to attend meetings where appropriate. This provides a resource which focuses on inward investment for all participating member authorities.	£1m has been allocated to the plan, spend has been profiled equally over the life of the plan. Economic Development Team	Portfolio Holder for the Economy, Investment and Corporate Strategy Assistant Director of Resources
<i>f. Work with the airport to increase local airport-based employment opportunities</i>	Identify and engage with appropriate representatives at Stansted Airport/Manchester Airport Group in order to ascertain what support the district council can provide	Contact made with Stansted/MAG and appropriate support identified by December 22	£1m has been allocated to the plan, spend has been profiled equally over the life of the plan. Economic Development Team	Portfolio Holder for the Economy, Investment and Corporate Strategy Assistant Director of Resources
<u>Comment:</u>				
6. Enforce good business standards in our district				
<i>a. Make sure that businesses and trades in our district meet the national standards and licensing required of them</i>	Regulatory standards are applied, and enforced where necessary, in accordance with the enforcement policy. This will include: A risk-based food hygiene premises inspection programme delivered in	Monitored Via PIs Premises will be visited at the frequency prescribed by the food Standards Agency.	Within existing resources	Portfolio Holder for Council and Public Services Assistant Director of Housing, Health and Communities

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	<p>accordance with the Food Standards Agency (FSA) codes of practice</p> <p>Health and safety interventions triggered by specific local intelligence and/or with regard to the national code as published by the HSE</p> <p>Licences issued in accordance with licensing objectives. Enforcement action will be taken as appropriate to ensure licensing standards and conditions are met</p> <p>All statutory notifications eg RIDDOR reports or complaints about alleged poor practice/conditions will be considered, responded to within three days and followed up with an investigation as appropriate</p>	<p>Performance reported to Licensing and Environmental Health (L&EH) Committee. Also reported via annual return to FSA</p> <p>Monitored internally and performance reported to L&EH Committee. Also reported via annual return to HSE</p> <p>Statutory timeframes are adhered to. Monitored internally and performance reported to L&EH Committee.</p> <p>Monitored internally and performance reported to L&EH Committee. Also reported via annual return to HSE</p>		

Comment:

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We Will:	Activities	Outputs/Milestones	Resources	Lead CM/ Officer
7. Deliver more affordable homes and protect those in need in our district				
<i>a. Increase the number of affordable homes delivered and different tenure options including social renting</i>	<p>Monitor progress on the Housing Strategy Action Plan and supporting policies that details how the Council will develop, acquire and enable the supply of affordable housing</p> <p>Adopt 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>Update Housing Strategy action plan by December 22. Monitor and progress actions throughout the year</p> <p>New HRA Business Plan adopted by October 22. Delivery of 27 new council homes in 22/23. Progress 64 new homes to planning permission stage in 22/23 and if approved secure agreement on funding and commence building sites out.</p> <p>Continue to identify opportunities for further provision. Including opportunities on Section 106 sites. This forms part of the business as usual of the Housing and Planning Services</p>	Within existing resources and with appropriate borrowing through the HRA	<p>Portfolio Holder for Housing and Health</p> <p>Assistant Director of Housing, Health and Communities</p>

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We Will:	Activities	Outputs/Milestones	Resources	Lead CM/ Officer
	<p>Incentivise community-led housing programmes to increase the number of Community Land Trusts (CLTs) across the district, particularly within rural communities</p> <p>Explore Homes England (HE) grant opportunities as they become available</p>	Any available HE Grant funding applied for as applicable for qualifying schemes		
<u>Comment:</u>				
<i>b. Refurbish our existing council homes to sustainable standards when required</i>	Continue to work with Uttlesford Norse on estate renewal and regeneration programmes whilst reducing the carbon footprint of those homes. Improve home energy efficiency across the Council's housing stock	Completion of stock condition survey data by March 2023	Within existing resources	<p>Portfolio Holder for Housing and Health</p> <p>Assistant Director of Housing, Health and Communities</p>
<u>Comment:</u>				
<i>c. Reduce the number of empty homes</i>	Develop an Empty Homes Policy	New Empty Homes Policy Strategy adopted by July 22	Within existing resources	Portfolio Holder for Housing and Health

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				Assistant Director of Housing, Health and Communities
<u>Comment:</u>				
<i>d. Ensure that landlords maintain high quality private sector housing conditions</i>	<p>Review assistance available for landlords, including empty property owners</p> <p>Support UDC private sector housing landlords by delivering an annual landlord forum</p> <p>Ensure that private rented properties are compliant with the Energy Efficiency (Private Rented Property) Regulations minimum energy efficiency standards (MEES)</p>	<p>Revision of Housing Renewals Assistance Policy, to be adopted by July 22</p> <p>Deliver annual landlord forum by February 23</p> <p>Cross reference 25% of existing tenancy deposit scheme data with EPC records and respond to non- compliance in accordance with the Council's Enforcement Policy – to be completed by March 23</p>	Within existing resources	<p>Portfolio Holder for Housing and Health</p> <p>Assistant Director of Housing, Health and Communities</p>
<u>Comment:</u>				
<i>e. Ensure that services to protect vulnerable women and men who live in our</i>	Fulfil tier 2 authority duty to cooperate as set out in Domestic Abuse Act 2021.	Continue to fund a domestic abuse housing practitioner in partnership with Next Chapter, the commissioned DA service for the district. The number of clients helped and referred to	External grant funding	Portfolio Holder for Housing and Health

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<i>district are accessible and appropriate</i>	Ensure that the Domestic Abuse Policy reflects recent changes in legislation	<p>other services will be monitored internally and reported to the Children and Families board. To March 23</p> <p>Enhance the Sanctuary Housing scheme where appropriate to allow victims to remain in their own properties to March 23</p> <p>Deliver workshops within schools addressing healthy relationships in both secondary and primary settings to March 23</p> <p>Update J9 training both internally and for external partners. Numbers trained will be monitored internally to March 23</p> <p>New Domestic Abuse Policy implemented by July 22</p>	<p>External grant funding</p> <p>Communities Team Existing resources</p> <p>Communities team Existing resources</p> <p>Communities Team</p>	Assistant Director of Housing, Health and Communities

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We Will:	Activities	Outputs/Milestones	Resources	Lead CM/ Officer
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	<p>Refresh of service offer of the community response hub in line with identified needs of the community.</p> <p>Implement financial support for voluntary sector and local groups.</p> <p>Be an active partner with the Primary Care Networks (PCNs) in the North and South of the District. Population health management work with PCNs will help to identify residents who would benefit from targeted, proactive support.</p>	<p>Updated service offer communicated to residents. Monitoring of service uptake through data base and figures reported back to Cabinet. by March 2023</p> <p>Grants awarded and projects completed. Quarterly reports received internally, and information is fed back to Cabinet through the portfolio holder report by March 2023</p> <p>The overarching population health management project is GP led with timescales outside the control of UDC. It is expected that the data analysis will be completed and projects identified during 22/23. Progress and outcomes will be reported through the Health and Wellbeing Board.</p>	<p>Communities Team and external partners</p> <p>Support is provided to the voluntary sector through the extensive grants programme, within existing resources</p> <p>Existing resources</p>	<p>Portfolio Holder for Housing and Health</p> <p>Portfolio Holder for Communities, Youth, Public Safety, Emergency Planning and liaison with the Policy and Fire & Rescue Service</p> <p>Assistant Director of Housing, Health and Communities</p>
<u>Comment:</u>				
<i>b. Continue to be an active partner of the Health and Wellbeing Partnership, to promote healthy lifestyles</i>	<p>Deliver recommendations of the Uttlesford Health and Wellbeing Strategy</p> <p>Five Key recommendations of the strategy: Combatting loneliness and Social Isolation</p>	<p>Identified recommendations of the Uttlesford Health and Wellbeing Strategy implemented. This will be monitored through the Health and Wellbeing Board action plan</p>	<p>Within existing resources</p>	<p>Portfolio Holder for Housing and Health</p> <p>Assistant Director of Housing, Health and Communities</p>

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We Will:	Activities	Outputs/Milestones	Resources	Lead CM/ Officer
	<p>Supporting people to age well</p> <p>Enabling people to eat well and be active</p> <p>Alleviating winter pressures and fuel poverty</p> <p>Planning for healthy communities</p> <p>Development of a new Health and Wellbeing strategy.</p>	<p>New Health and Wellbeing strategy implemented by September2022</p>		

Comment: