

Corporate Plan - Delivery Plan 2022/23

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

Progressive Custodian of our Rural Environment				
We Will:	Activities	Outputs/Milestones	Resources	Lead Member
1. Take action on Climate Change				
<i>a. Adopt policies to meet new environmental national guidelines/standards as they emerge</i>	Implement the Climate Crisis Action Plan priority actions due for completion in 2022-23.	The Action plan details 13 actions that are due to be delivered within this financial year, some are referenced later in the CPDP. One action was not completed last year and has been rolled into this year's programme of work.	Within existing resources £1m has been allocated towards climate crisis actions.	Portfolio Holder for Environment and Green Issues Assistant Director of Environmental Services
Comment: Progress on completing actions within the Climate Crisis action plan continues across multiple workstreams. Additional capacity has been built to help deliver our ambitious climate agenda and linking in with the externally funded Saffron Walden Market Town Clean Air Initiative. A Zero Carbon Communities grant scheme has been launched. The remainder of the £1 million climate crisis budget has been allocated to various projects and will ensure that this budget is spent within the project life and ensure value for money.				
<i>b. Drive policies to deliver low carbon buildings</i>	Develop appropriate policies in the emerging Local Plan. Develop a Supplementary Planning Document (SPD) to provide further guidance on the climate change policies in the Local Plan.	Regulation 18 consultation in summer 2023. Regulation 19 publication period in spring/summer 2024. Adoption of the Local Plan in 2025	Within existing resources	Portfolio Holder for Environment and Green Issues Director of Planning

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		Publication of the SPD for consultation during 2022/23 followed by adoption of the SPD in Summer 2024.		
Comment: Emerging policy is being developed as part of the Local Plan.				
<i>c. Improve average energy efficiency of Council housing stock</i>	Review the HRA business plan, ensuring this is included	Measurable improvement in energy efficiency of housing stock. Details to be included in the HRA business plan to be developed by Sept 22	Within existing resources and subject to Business Energy and Industrial Strategy grants	Portfolio Holder for Housing and Health Interim Director, Housing, Health and Communities
Comment: A survey of all Council housing stock is underway by Uttlesford Norse Ltd. The purpose of the survey is to assess the current efficiency of UDC stock and to quantify the improvements that can be made to increase energy efficiency and reduce carbon impact. The survey will not be completed until 2023 without additional resources being deployed through Uttlesford Norse Ltd (this is being explored). The council is not able to apply for grant funding until this work has been completed.				
<i>d. Increase the number of trees in the district (and protect existing trees).</i>	Work with parishes to identify land available for tree planting.	Trees planted subject to land becoming available/ being put forward.	Within existing resources allocated within Climate Budget.	Portfolio Holder for Environment and Green Issues Assistant Director of Environmental Services
Comment: The Council continues to promote tree and hedge planting programmes and is providing funding from the Climate Change Emergency budget. All parish and town councils have been made aware that trees/hedging can be funded for any land they would like to put forward. A number of tree planting initiatives were linked to the Queen's Jubilee celebrations and approximately 120 are being planted as a result.				
<i>e. Oppose a second runway at Stansted Airport</i>	Respond to appropriate consultations.	Respond to appropriate consultations as per the timescales on the consultations.	Within existing resources - Local Plan & New Communities Team, involving others as appropriate.	Portfolio Holder for Planning, Stansted Airport, Infrastructure Strategy and the Local Plan Director of Planning

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<p>Comment: There has not been a relevant consultation on which to make representations. The Director of Planning is now holding quarterly meetings with the Airport Director and will seek any updates in respect of a second runway consultation at these meetings.</p>				
<p><i>f. Set a Net Zero Carbon goal for the Council and implement supporting policies</i></p>	<p>Complete the Fleet Replacement Strategy</p> <p>Complete energy efficiency review of the estate</p> <p>Model growth of district and associated increases in carbon emissions from Council operations</p> <p>Provide options to Council on pathways to Net Zero</p>	<p>Review of draft strategy by external critical friend such as Energy Savings Trust (EST). Completion of strategy is dependent on feedback from EST, timescales currently unknown.</p> <p>Completed energy efficiency review by March 23</p> <p>Modelling complete by March 23 (work linked to Spatial Strategy of Local Plan)</p> <p>Options to be presented to council by March 23</p>	<p>Within existing resources allocated within Climate Budget</p>	<p>Portfolio Holder for Environment and Green Issues</p> <p>Portfolio Holder for Finance and Budget</p> <p>Assistant Director of Environmental Services</p>

Comment: A net Zero by 2030 target has been set for the Council's own emissions. The Council's vehicles and equipment account for approximately 50% of gross CO2 emissions, but after deduction allowed by the green energy tariff which offsets building emissions, they account for approximately 80% of the Council's net emissions.

A draft fleet decarbonisation plan was completed on target, and work continues to further explore the emerging market for electrically powered HGVs, which is currently limited. Several vehicles have been trialled and the test results are being evaluated and will be shared in January 2023.

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<p>Solar panels have been fitted to five refuse vehicles with the aim of reducing fuel consumption. The power generated by the panels will supply various parts of the vehicles which currently draw on power generated by the diesel motor. Uttlesford is only the second district in the country to do this.</p> <p>There are longer term links to the development of the Joint Municipal Waste Management Strategy for Essex which is underway and is a partnership of all waste collection authorities (districts, boroughs and city) and the Waste Disposal Authority (Essex County Council). This is relevant as there may be a requirement to change the method by which we collect recycling and waste, changing the specification of the vehicles used.</p> <p>HVO fuel has been trialled in a number of our waste collection fleet vehicles and has proven to be a suitable alternative with no maintenance issues and similar performance. It has been concluded that HVO is more expensive than regular diesel and there are currently limited reassurances on the source and the true environmental cost of this product. If assurances can be obtained, then the Council can swap to HVO in future with minimal impact other than cost.</p> <p>The Local Plan will address climate change through the strategic location of development and through policies. Work continues to progress well with the intention of the Council submitting the local plan for Examination in 2025 in accordance with the Local Development Scheme (LDS) which was adopted by the Council last year and recently updated. The regulation 18 consultation commences in summer 2023 instead of November 2022 and allows for members to better consider the emerging evidence.</p> <p>Seventeen consultant studies are progressing, and this work will form the evidence base that will support the Local Plan. Recent reports to members have included the Sustainability Appraisal, Infrastructure Delivery Plan, Water Cycle, Employment, Renewable Energy, Employment, Landscape Sensitivity, Strategic Flood Risk, Heritage Sensitivity, Transport and Retail Studies.</p>				
<p><i>g. Increase walking, cycling and sustainable transport</i></p>	<p>Develop appropriate policies in the emerging Local Plan.</p> <p>Map the results of the active travel survey and seek projects that can be brought forward outside the Local Plan.</p>	<p>Increases in people walking, cycling and using sustainable transport such that there is a measurable difference by the 2031 census.</p> <p>Results reported by June 22</p>	<p>Within existing resources</p> <p>Within existing resources allocated within climate budget</p>	<p>Portfolio Holder for Planning & the Local Plan</p> <p>Portfolio Holder for Environment and Green Issues</p> <p>Director of Planning</p> <p>Assistant Director of Environmental Services</p>

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We Will:	Activities	Outputs/Milestones	Resources	Lead Member
	Produce a Local Walking and Cycling Infrastructure Plan	Plan commissioned by June 22 Draft plan available by March 23		
<p>Comment: A Local Walking and Cycling Infrastructure Plan is due to be commissioned towards the end of 2022/23 and will build on residents' feedback gathered as part of the active travel survey carried out in 2021/22. The survey explored perceived barriers to active travel and opportunities to improve infrastructure. The plan will provide an evidence base for improvements that can then be achieved via S106 developer contributions. Projects can also be identified through the Local Highways Panel and subject to funding be delivered through that route.</p> <p>The Local Plan will address increases in walking and cycling through the location of development and through appropriate policies and infrastructure requirements. Work continues to progress well with the intention of the Council submitting the local plan for Examination in 2025 in accordance with the Local Development Scheme (LDS) which was adopted by the Council last year and recently updated. The Council will update the LDS in October 2022. This will show the regulation 18 consultation commencing in summer 2023 instead of summer 2022 and allows for members to better consider the emerging evidence.</p> <p>Seventeen consultant studies are progressing, and this work will form the evidence base that will support the local plan. Recent reports to members have included the Sustainability Appraisal, Infrastructure Delivery Plan, Water Cycle, Employment, Renewable Energy, Employment, Landscape Sensitivity, Strategic Flood Risk, Heritage Sensitivity, Transport and Retail Studies.</p>				
<i>h. Recognise the district's 'greenest' businesses and developers</i>	Uttlesford Business Awards to be held with categories specifically for the "greenest" businesses and developers.	Awards scheme to be developed during 22/23	Economic Development Team	Portfolio Holder for the Economy, Investment and Corporate Strategy Assistant Director of Business and Change Management

Comment: The Economic Recovery Year 2 Delivery Plan was presented to scrutiny in September 2022. The plan sets out the priorities for the council in supporting businesses and economic growth in the district. The Economic Development team is reviewing how this objective will be delivered to benefit and reach all

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businesses, whilst taking into account the impacts of the current cost of living crisis and the economic recession.				
2. Conserve our natural resources				
<i>a. Implement and enforce policies that protect water and reduce energy consumption</i>	Develop appropriate policies in the emerging Local Plan. Following their adoption, implement and enforce these policies.	<p>Regulation 18 consultation in summer 2023.</p> <p>Regulation 19 publication period in spring/summer 2024</p> <p>Adoption of the Local Plan in 2025.</p> <p>Implementation and enforcement milestones to be developed after the content of the policies is known.</p>	Within existing resources	<p>Portfolio Holder for Planning & the Local Plan</p> <p>Director of Planning</p>
Comment: Studies have been commissioned as part of Local Plan evidence. These will assist in policy formulation as part of the Local Plan process.				
<i>b. Drive programmes that increase biodiversity</i>	<p>Map the results of the biodiversity study to seek projects that can be brought forward outside the Local Plan.</p> <p>Develop an ambitious policy in the Local Plan on</p>	<p>Map of biodiversity projects for short, medium and long-term delivery. The estimated completion date for this falls outside the 22/23 year, in June 23</p> <p>Regulation 18 consultation in summer 2023</p>	From existing resources within climate budget and Local Plan Budget.	<p>Portfolio Holder for Environment and Green Issues</p> <p>Portfolio Holder for Planning & the Local Plan</p> <p>Assistant Director of Environmental Services</p> <p>Director of Planning</p>

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We Will:	Activities	Outputs/Milestones	Resources	Lead Member
	<p>Biodiversity Net Gain</p> <p>Work with ECC and neighbouring authorities to create a Nature Recovery Network.</p>	<p>Regulation 19 publication period in spring/summer 24</p> <p>Adoption of the Local Plan in 2025</p> <p>ECC is designated as Lead Authority on this project; the timelines are currently unknown and beyond UDC control</p>		

Comment: Part of the re-profiling of the Development Management team includes the appointment of an in-house ecologist. This post is currently out for recruitment. The postholder will support the progress of the Local Plan and ensure developments incorporate best practice in terms of bio-diversity. Currently external consultants are providing evidence to support policy formulation as part of the Reg 18 Local Plan.

The redevelopment of the Little Canfield site has included a range of measures to improve bio-diversity including roosting boxes for bats, nest boxes for several species of birds and native tree planting.

<i>c. Support local energy production initiatives</i>	Provide support to community energy production initiatives as appropriate should they come forward.	Outputs dependent on number and types of initiatives	Support from existing resources within climate budget	<p>Portfolio Holder for Environment and Green Issues</p> <p>Assistant Director of Environmental Services</p>
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Comment: A pilot project was initiated in Littlebury, led by Saffron Walden Community Energy and Community Energy South, with support from Uttlesford and Essex climate teams. The aim of the pilot project was to create a coordinated approach so that the future energy requirements of the settlement can be met by local infrastructure improvements. The project also saw the creation of individual property plans setting out how the efficiency of the home might be improved over time enabling the coordination of other homeowner improvements. For example, if underfloor heating were required, it would be sensible to do the work immediately before flooring was being replaced. An open day held earlier in the year was well attended by the local community. It is hoped that the Littlebury pilot will provide a scalable model that can be rolled out to other settlements across the district (or further afield).

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<i>d. Implement programmes to reduce single-use plastics</i>	<p>Public waste education programme developed</p> <p>Review Council purchasing to reduce single use plastics and consider environmental impact of central purchased products, e.g. office paper.</p>	<p>At least four e-newsletters distributed to residents and businesses during the year.</p> <p>At least one direct mail item (recycling information booklet) delivered to all households. Attend four community events to promote waste minimisation messages including single use plastics and food waste.</p>	Within existing resources	<p>Portfolio Holder for Environment and Green Issues</p> <p>Assistant Director of Environmental Services</p>

Comment: A wider waste education plan has been drafted for 2022/23 which includes actions to focus on waste minimisation including reducing single use plastics and wider environmental issues such as climate change. The plan is being implemented by the Waste and Recycling Officer with e-newsletters being sent out every two months. As part of the plan the signage on our waste fleet has been updated and a recycling guide is being distributed during December 2022. Work to understand the Council's own office waste is also underway.

e. Work to reduce per-capita landfill in the district	<p>Specific targeted campaign to tackle food waste in areas where participation is poor or where food waste contaminates recycling containers.</p>	<p>Campaigns held in four areas and any changes monitored.</p>	Within existing resources	<p>Portfolio Holder for Environment and Green Issues</p> <p>Assistant Director of Environmental Services</p>
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Comment: Food waste is being targeted as part of the waste minimisation programme above. The Council is working with Love Essex to help promote consistent messages across the County.

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3. Protect and enhance our rural character and heritage

<i>a. Meet or exceed national standards for open and green spaces</i>	Develop appropriate policies in the emerging Local Plan.	Adopt policies that meet or exceed national standards for open and green spaces as per the timescales for the Local Plan	Within existing resources	Portfolio Holder for Planning and the Local Plan Director of Planning
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Comment: Evidence base work undertaken and will feed into policy formulation.

<i>b. Encourage positive planning that values and protects our heritage</i>	Explore a programme with Historic England for capacity building within parish and town councils to deliver proactive work either through Neighbourhood Plans, Conservation area Character Appraisals or bespoke Article 4 Directions	Quarterly meetings with Historic England during 22/23 Programme in place by March 23	Within existing resources	Portfolio Holder for Planning and the Local Plan Director of Planning
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Comment: As well as liaison with Natural England, the proposed re-profiling of the Development Management team includes provision for an in-house heritage officer (to be appointed by end of calendar year).

<i>c. Work with others to increase access to the heritage and history of our district</i>	Promote new tourism website Discover Uttlesford alongside individual apps Discover Saffron Walden, Discover Dunmow, Discover Thaxted and Discover Stansted.	The website is being launched in March 22. An extensive marketing campaign will link to the website and individual apps, beginning in March and continuing throughout 22/23	Within existing resources	Portfolio Holder for Sport, Leisure and the Arts Assistant Director of Business and Change Management Assistant Director of Corporate Services
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We Will:	Activities	Outputs/Milestones	Resources	Lead Member
	Submit Development Phase application to National Lottery Heritage Fund for phase 2 of Saffron Walden Museum's long-term development plan	<p>Close working with Visit Essex and Saffron Walden Tourist Information Centre using their websites to promote tourism in Uttlesford.</p> <p>Submission of grant application documents by June 22</p> <p>Development phase to commence if application successful (NHLF minimum assessment period is 12 weeks)</p>	Grant submission process is within existing resources	

Comment: The Economic Development team launched the Discover Uttlesford Website and the dscvr. app in March 2022 as scheduled. The marketing campaign continued throughout the spring and summer of 2022, including newspaper adverts and social media. By the end of the summer the website had seen more than 4,500 visitors, and Facebook and Instagram posts had reached more than 60,000 people. The resources remain active.

The timetable for submission of the Development Phase application for the Museum has been delayed following discussion with the National Lottery Heritage Fund on two issues. Firstly, the impact of current rates of inflation and supply issues with the building industry and the effect of this on capital costs; and secondly, the additional Heritage Impact Assessments which the Museum has been advised to commission as a result of pre-application planning advice from Historic England and Essex County Council Place Services. Discussions with the NLHF led to the postponement of the grant application so that financial and planning risks to the project can be mitigated by undertaking the HIAs before the Development stage and re-assess the capital costs in the light of the HIAs and recent inflation. This will help formulate options to deal with any potential problems identified with costs or planning issues on such a historically-sensitive site.

<i>d. Work with our rural partners and developers to maintain habitat and wildlife corridors</i>	<p>Develop appropriate policies in the emerging Local Plan.</p> <p>Work with Environmental</p>	<p>Regulation 18 consultation in summer 2023.</p> <p>Regulation 19 publication spring/summer 2024.</p>	Within existing resources	<p>Portfolio Holder for Environment and Green Issues</p> <p>Assistant Director of Environmental Services</p>
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	Services to implement.	Adoption of the Local Plan in 2025.		Portfolio Holder for Planning and the Local Plan Director of Planning

Comment: The appointment of an in-house ecologist will support this work. The Director of Planning has included this action as part of the new postholder's job description, which is currently out for recruitment.

<i>e. Target littering and fly-tipping</i>	Deploy the fly tipping surveillance camera across know fly tipping hotspots	Monthly deployment	Within existing resources	Portfolio Holder for Environment and Green Issues
	Take action to reduce littering from vehicles	Engage in one enforcement patrol per calendar month	Resources will be required to fund the penalty service software, although this should be covered from the civil penalty receipts	Assistant Director of Environmental Services

Comment: The deployment of surveillance equipment at targeted locations continues each month. The Council's ability to issue penalty notices for littering from vehicles is dependent on software that links in with the civil penalty payment and appeals process and an affordable version is expected to come online in the coming months.

4. Take strong action on dealing with pollution

<i>a. Increase air quality monitoring across the district</i>	Using an additional 36 diffusion tubes monitor NO2 concentrations at school locations	Installation of tubes and monthly collection of data	Within existing resources	Portfolio Holder for Environment and Green Issues
	Publish annual Air Quality report	Publication of Air Quality Report by December 22		Interim Director, Housing, Health and Communities

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Comment: Air quality monitoring is continuing and will expand as part of the Saffron Walden Clean Air Initiative. The latest Annual Status Report was published in July 2022. The report concluded that there had been no exceedances of the air quality objectives in 2021/22.

<i>b. Deliver reductions in pollution at identified problem areas</i>	<p>Identify problem areas through ongoing air quality monitoring</p> <p>Where required, develop a planned response with partners including Essex Highways to mitigate against areas of poor air quality</p> <p>Promote air quality awareness through the Clean Air Day (CAD) initiative</p>	<p>Ongoing monthly assessment of air quality data</p> <p>Review approach following the publication of the Air Quality Report in Q3 22/23</p> <p>Deliver CAD initiatives within the district – Clean Air Day is 16 June 2022</p>	<p>Within existing resources</p>	<p>Portfolio Holder for Environment and Green Issues</p> <p>Interim Director, Housing, Health and Communities</p>
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Comment: The above is now linked with the DEFRA funded Saffron Walden Air Quality Initiative. Additional resources are being sought to deliver this project and progress is being reported to the Energy & Climate Change Working Group.

In June, the service delivered work to promote the Clean Air Day with multiple posts on social media, school engagement, posts and banners distributed around the district and stalls at Saffron Walden and Great Dunmow.

