

Corporate Plan Delivery Plan Actions Report 2017-18



CP Priority 1 Promote thriving, safe and healthy communities

Action Code & Title	Description	Due Date	Desired Outcome	Resources	Latest Status Update
17-CPDP Corporate Plan Delivery Plan 2017/18		31-Mar-2018			
17-CPDP-01 Encouraging the production of neighbourhood plans	Support nine parish and town councils currently developing their neighbourhood plans; establish a neighbourhood plan network.	31-Mar-2018	Communities fully engaged in positively planning for sustainable development to deliver growth. Output measures/milestones: Key stages reached by each neighbourhood plan Neighbourhood plan workshops for neighbourhood plan groups in March and September 2017 Neighbourhood Plan network established	Support for Rural Community Council of Essex. £10K budget for 2017/18. £15K budget provision for consultancy to support neighbourhood plan groups. £35K grant in 2017/18 from Department for Communities and Local Government for community led housing delivery. Planning Policy Manager and Local Plan Team.	MARCH 2018 Neighbourhood Planning is progressing well and a number of expressions of interest have been received from PCs re taking forward their own plans. Possible issue for the Council is the officer resource/priority that can be committed to this while dealing with the Local Plan Thaxted and Felsted plans progressing well, and officer resource being provided concurrently with the local plan progression. This action is planned to continue in 18/19.
17-CPDP-02 Encouraging young people to live well	Develop and deliver a campaign to raise awareness and participation in volunteering targeted at young people.	31-Mar-2018	a) Volunteering, engagement in civic life and being active. b) Young people feeling more informed and connected Output measures/milestones: Decision as to whether to establish an Uttlesford Youth Council	Youth Initiatives Working Group budget Community Development Officer	MARCH 2018 The Uttlesford Youth Council constitution was formally adopted at the 10th October 2017 full Council meeting. Officially recognised in the Uttlesford District Council constitution the Youth Council will have access to speak at Council meetings on agenda items on at least two occasions a year. £2,000 annual funding through the Youth Initiatives working Group and Officer support has been approved. The Youth Council has also established close working links with the Communities and Democratic Services teams at the council.

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					A number of Youth Councillors have also met with Mind in West Essex to engage with a pilot project being developed to promote positive Mental Health within Uttlesford.
17-CPDP-03 Engaging with communities	Develop a model for increasing community engagement (including information and consultation). Establish a Local Councils Liaison Forum.	31-Mar-2018	Residents' satisfaction with opportunities to be involved. Output measures/milestones: New mechanisms for increasing engagement determined and timetable for implementation established	Support to member working group; further resources dependent on recommendations	MARCH 2018 The Public Engagement Working Group has now held its first formal meeting, in which members received a presentation from the author of the LGA's New Conversations engagement guide. A second meeting, in which the group will start to formulate ideas about where they can make a positive difference to engagement with the community, takes place in March. Work on this area will continue into 2018/19. As it is now being carried out by a working group of the council and monitoring will be carried out through that, the action has not been included in the 2018/19 Corporate Plan Delivery Plan. In other areas of engagement work the Local Council Liaison Forum held a second meeting in February, at which attendees considered the implications of the General Data Protection Regulations. The Youth Council continues to meet and be supported by officers from the council. COMPLETED
17-CPDP-04 Working through the LSP and with partners to promote and address health and wellbeing priorities and activities through Livewell	Develop a Health and Wellbeing Strategy that takes account of local and national priorities, including physical activity and access to sport. Contribute to the work of the Uttlesford and West Essex Health and Wellbeing boards to deliver programmes that promote living well.	31-Mar-2018	More effective collaboration and greater impact on health and wellbeing in Uttlesford Delivery of evidence-based programmes that contribute to improved Health and Wellbeing. Output measures/milestones: Health and Wellbeing Strategy is developed to respond to identified needs Health and Wellbeing data	Budget provision for health and wellbeing team including Senior Health Improvement Officer. £26.5k pa - Public Health budget until Mar 2018.	MARCH 2018 New Health and Wellbeing Strategy completed and endorsed by Cabinet - the action plan is now being worked on and delivered in partnership with members of the board. A lead for each priority area has been identified. UDC is leading on one of the five priorities – obesity. A healthy eating event is being planned to tackle this topic and schools have been contacted to discuss the aims and outcomes of the event. Working with partners to address inactivity levels in the district.

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			collection – and analysis. Indicators will be measured against the Public Health Outcomes framework		The Active Uttlesford Board (a subsidiary group of Uttlesford H&W Board) has been established and is working well. The aims of the board have been identified and numerous projects have been developed.
17-CPDP-05 Working with partners to tackle loneliness and isolation	To be determined as part of the Essex Strengthening Communities pilot	31-Mar-2018	Reduction in loneliness and associated health impacts Output measures/milestones: To be determined as part of the Essex Strengthening Communities pilot	To be determined as part of the Essex Strengthening Communities pilot	MARCH 2018 The council worked with partners on a sustainable community project around social isolation. Research findings have been shared with residents at three events that have taken place in Little Bardfield, Saffron Walden and Takeley. The events were very well attended and further information was shared at the LSP conference in November. Projects and initiatives that were established are being reviewed for outcomes and an evaluation report will be produced which may lead to a further action plan for partners.
17-CPDP-06 Working with partners to improve Community Safety	All specific actions detailed in the Uttlesford Community Safety Partnership (CSP) action plan	31-Mar-2018	Reduction in fear of crime and incidents of crime and antisocial behaviour Output measures/milestones: Detailed in the Uttlesford Community Safety Partnership (CSP) action plan	Within existing resources of community safety officer and all departments of the council	MARCH 2018 Work continues with the police analyst to produce the new CSP Strategic Assessment by 31 March. Key priorities have been identified and agreed on. The Community Hub is continuing to work well with positive outcomes. A series of events and initiatives have been planned, funded and delivered through partnership working eg Keep Safe Week, Reach Every Generation, Firebreak, Esafety training, ASB youth projects.
17-CPDP-07 Delivering a new build council homes programme	Carry out development appraisals of identified sites and review business plan capacity to develop further sites	31-Mar-2018	Well designed and affordable new homes built to replace those lost through Right To Buy sales. Making a contribution to meeting local housing needs. Output	£6.89m – development budget within the Housing Revenue Account -Housing and Communities Manager -Development Manager	MARCH 2018 The 2017/18 development programme is progressing well and work has commenced on two sites at Sheds Lane in Saffron Walden. Planning permission obtained on sites at Frambury Lane in Newport and Newton Grove

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			measures/milestones: Delivery of approximately 6 - 10 properties per year		in Great Dunmow and contractor procurement has commenced. Cabinet approval given to progress with appraisal for a scheme at The Moors in Little Dunmow. 8 new build properties purchased at Radwinter to ensure RTB receipts were not lost to the authority. Further sites earmarked for spending all RTB receipts as required
17-CPDP-08 Promoting high standards in private rented housing	Develop a Private Sector Housing Strategy Develop a Private Sector Housing Renewal Strategy	31-Mar-2018	Strengthened relationships with private sector landlords. Safe homes, free from category 1 hazards for those living in the private rented sector. Output measures/milestones: New strategies developed	£50k pa - private sector renewal grant -Principal Environmental Health Officer	MARCH 2018 The Private Sector Housing (PSH) Strategy and Homes Repairs Assistance Policy were approved by Cabinet in May 2017. Work has commenced to deliver on the key priorities of the strategy as outlined within the action plan.
17-CPDP-09 Supporting people to remain living at home	Improve/Increase the scope of the Disabled Facilities Grant service. Enable more sustainable homes by increasing energy efficiency and reducing fuel poverty.	31-Mar-2018	Reduction in the time people have to wait for adaptations Reduction in cold homes and fuel poverty Output measures/milestones: Updates to Corporate Management Team BRE data analysis Uttlesford's Energy Switch Scheme (3 times/year) for cheaper energy tariffs Deliver the targeted campaign in partnership with the Citizens Advice Bureau	£260k pa – capital /Disabled Facilities Grant funding £50k pa - private sector renewal grant -Principal Environmental Health Officer -Energy Officer	MARCH 2018 Winter resilience project successfully delivered with partners. The new Tenancy Sustainment Strategy Action plan is being delivered with some successes recorded in preventing homelessness within the district. Officers are working with the Essex Trailblazer project worker on sustaining tenancies of the districts most vulnerable residents. Exploring options with partners on how work can continue once government funding has run out. A new Well Homes initiative, focusing on vulnerable residents, has been developed to improve housing conditions and the health and wellbeing of residents living in private properties. Disabled Facilities Grant (DFG) services are now delivered in house resulting in

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					streamlined processes and much improved delivery times. Working with Essex County Council to seek additional funding and explore how the service can be adapted and improved further.
17-CPDP-10 Delivering supported housing units for vulnerable/older people	Complete Phase I of the redevelopment of Reynolds Court and commence phase 2; remodel Hatherley Court sheltered accommodation; explore options to remodel Walden Place sheltered scheme and refurbish the listed main house for private sector flats Deliver extra care accommodation across the District.	31-Mar-2018	Provision of well designed, more suitable accommodation to meet vulnerable/older residents' needs, enabling moves from less appropriate housing, enabling older people to live independently. Output measures/milestones: Handover of Reynolds Court Phase I Start on site of Reynolds Court Phase 2 Start on site of Hatherley Court remodelling scheme Completion of Radwinter Road extra care independent living scheme Start on site of Chelmsford Road Dunmow extra care independent living scheme Start on site of Everett Road scheme providing accommodation for people with learning disabilities	-£11.5m - development budget within the Housing Revenue Account -Housing and Communities Manager, Development Manager	MARCH 2018 The 2017/18 development programme has delivered 15 new high quality supported homes at Reynolds Court Phase I in Newport. Phase II, delivering a further 26 properties (due to complete September 2018) has now commenced and a new project timetable has been approved and grant funding secured by the Home and Communities Agency (HCA). Re-modelling of Hatherley Court in Saffron Walden has commenced and is progressing well. 26 properties are being remodelled and 1 new build flat and new communal areas will be delivered as part of the project (Phase I due to complete August 2018). The districts first Independent Living Scheme is under construction at Radwinter Road in Saffron Walden (due to complete October 2018). Currently in discussion with ECC, Housing Association partner and developer to progress delivery of a second scheme in Great Dunmow. The Everett Road scheme that will provide 6 units of accommodation for people with learning disabilities is progressing well (due to complete July 2018)

CP Priority 2 Protect and enhance heritage and character

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17-CPDP-11 Producing and adopting a Local Plan	Complete preparation of local plan.	31-Mar-2018	Growth accommodated in a sustainable manner Output measures/milestones: Local Development Scheme will set out milestones	-Planning Policy Manager -Local plan team -Consultancy provision in budget	MARCH 2018 Local Development Scheme now approved by Cabinet to take Reg 19 Local Plan to Committee for approval in June 2018. Action to be carried over in part to 18/19 under the revised LDS.
17-CPDP-12 Promoting Pride in Uttlesford	Address non-managed areas of estates, supplementary litter picking of roadside verges and urban roads and maintaining roundabouts.	31-Mar-2018	Improved public realm Output measures/milestones: Public realm agreement with Essex County Council Love Essex campaign 2017	Additional resource for Street Services team led by Street Services Operations Manager in budget Sponsorship income from roundabouts.	MARCH 2018 Grounds maintenance has now fully integrated Priors Green estate into the maintenance schedule. The Crime Not To Care campaign which was run in partnership with the Cleaner Essex Group provided over 1 million opportunities for residents around the county to see the messages about householder duty of care and fly tipping.
17-CPDP-13 Working with others to increase access to the heritage and history of the District	Work with providers to increase access to the heritage	31-Mar-2018	Greater access to the Museum collections through digitisation and outreach programmes. Better access for the general public to Museum collections. Output measures/milestones: Successful HLF bid for 2-year project 'Stories of NW Essex' to run 2017-19 Temporary co-location of Fry Art Gallery on museum site Measures in 2017-18: % of collections at Shirehill Store to be digitised at inventory level No. of schools and communities around Uttlesford engaged or	Museum Learning & Outreach Officer f/t Bid to HLF for Project-funded Collections Access Officer for 2 years with budget for digitisation and outreach Curatorial staff- and volunteer- time from Museum	MARCH 2018 The Museum Management Working Group has considered the timetable for submission of Heritage Lottery Fund bids and a revision of the museum service's forward plan. A good deal of ground work has been laid in 2017/18 and this action is being carried forward on the 2018/19 Corporate Plan Delivery Plan. During the forthcoming year an application will be made for a Resilient Heritage Grant, which, if approved, will provide funding for feasibility and option appraisals plus an audience development study and public consultation to lay the foundations for a larger lottery bid to extend the museum and the services it offers. C/F

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			consulted by Learning & Outreach Officer		
17-CPDP-14 Encouraging positive planning that values heritage and promotes growth	Review each individual building on the buildings at risk register on an annual basis Monitor the effectiveness of local plan conservation policies for the purposes of determining planning applications on an annual basis	31-Mar-2018	Listed buildings adequately maintained. Output measures/milestones: 1 property at risk safeguarded/ brought back into use per year. Yearly monitoring report Local Plan local development scheme	-Existing budget provision for conservation and local plan -Conservation officers -Planning Policy Manager	MARCH 2018 Annual Reviews of each building on the at risk register and the effectiveness of local plan conservation policies are planned to be an ongoing process and will be included in the plan for 2018-18. An Owners Guide to Listed Buildings has been completed as has the Appraisal of the Saffron Walden Conservation Area in order to engage pro-actively with the community on conservation matters. Work on the Local Heritage List, Buildings at Risk and Article 4 direction approach is ongoing.
17-CPDP-15 Opposing a 2nd runway at Stansted Airport	Maintain regular and positive contact with Manchester Airport Group	31-Mar-2018	Government aviation policy framework review does not support additional runway capacity at Stansted Output measures/milestones: Department for Transport topic papers	Existing budget of £23k and reserves as required	MARCH 2018 The Government's response to its call for evidence on the new aviation strategy, accompanied by a further policy statement on making best use of the capacity which already exists at UK airports is expected imminently

CP Priority 3 Support sustainable business growth

Action Code & Title	Description	Due Date	Desired Outcome	Resources	Latest Status Update
17-CPDP-16 Promoting broadband and mobile telephony to support small businesses and home working	Investment in the Superfast Essex Phase Three programme. Lobbying of Superfast Essex to maximise the level of coverage in Uttlesford. Completion of the wireless superfast broadband project	31-Mar-2018	Create a competitive business location enabling retention of existing businesses, attraction of new businesses and business start-ups. Enhancing home working. Output measures/milestones: 95% premises able to access fibre based superfast broadband by end 2019.	-Up to £500k investment in Superfast Essex Phase Three programme would be required from SIF. £100k budget to support wireless projects. -Economic Development Officer -Economic Development Team	MARCH 2018 The District is forecast to have 98% of its homes and businesses able to access fibre superfast broadband by the end of 2019. The District Council is investing £500k in Superfast Essex's Phase III programme creating a total investment of £5m and enabling an additional 4,600 premises to have access to fibre superfast broadband. Ongoing
17-CPDP-17 Promoting town centres	Resourcing of Town Teams and Economic Development Working Group across the District. Supporting the development of Business Investment Districts (BIDs). Creation of a district wide car parking strategy and action plan.	31-Mar-2018	Sustainable socio-economic hubs providing employment, services, business opportunities and places to meet and socialise. Output measures/milestones: Delivery of action plans resulting in increased footfall. Delivery of potential Saffron Walden Business Improvement District Project Plan.	-Support for Town Teams £40k -Support for BID(s) £30k -Additional capacity to enable creation of car parking strategy, action plan and its implementation.	MARCH 2018 - Progress has been made to take the Saffron Walden BID to the vote in the summer 2018. A questionnaire has been circulated to the local business community to assess if the vote is likely to be favourable. If successful, this will enhance Saffron Walden Town Centre and set a potential model for improvements to others in the District. Ongoing
17-CPDP-18 Promoting Economic Benefits of Stansted Airport	Work with London Stansted Cambridge Corridor, Invest Essex, Meet the Buyer and other partners and initiatives.	31-Mar-2018	Sustaining local businesses through supplying the airport and enabling attraction and retention of businesses. Output measures/milestones: Delivery of Meet the Buyer event New business investment attracted into the airport locality including review of use of airport northside with Manchester Airport Group	£13k contribution to Greater Cambridge Greater Peterborough £10k contribution to London Stansted Cambridge Consortium	MARCH 2018 – The council participated in the Meet the Buyer event. Work continues to promote the opportunities from Stansted. The new Economic Development Strategy flags the importance of the Airport up as a local employer. On going

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			Additional Business Rates		
17-CPDP-19 Working through the Local Strategic Partnership to promote economic growth, jobs and prosperity	Contribute to the work of the Employment, Economy, Skills, Environment and Transport Group, West Essex Alliance, Local Enterprise Partnerships, London Stansted Cambridge Corridor and others to deliver programmes that promote economic prosperity	31-Mar-2018	Sustainable local economic growth Output measures/milestones: Delivery of the Employment, Economy, Skills, Environment and Transport Group work plan	Contributions to Greater Cambridge Greater Peterborough Local Enterprise Partnership and London Stansted Cambridge Corridor as above.	MARCH 2018 -Work is ongoing with EESET, GCGPLEP and the LSCC. Engagement at Cabinet member and senior officer level to influence and inform our awareness of what is happening in broader arena. Scope to access opportunities, for example promotion of CRP through LSCC. During the year, development of relationship with the Cambridgeshire Combined Authority and the Greater Cambridge Partnership has become a new theme along with continued focus on the issues for the GCGP LEP. Ongoing
17-CPDP-20 Encouraging more people to visit Uttlesford	Support the work of Town Teams and Economic Development Working Group in Stansted Work with the Saffron Walden Marketing Group	31-Mar-2018	Sustaining local businesses in the important visitor economy Output measures/milestones: Promotion events in Dunmow and Stansted Increased visitor numbers at the key attractions in Saffron Walden i.e. Audley End House, Saffron Hall, Saffron Walden Museum, Fry Art Gallery	Support for town teams and Business Improvement District as above Economic Development Officer and economic development team	MARCH 2018 - Saffron Walden Marketing Group, which includes all major visitor attractions in and around the town continues to flourish. A pilot shuttle between Audley End House and the town centre was deemed a success and was followed up by a vintage bus shuttle in December 2017. Visitor numbers at Audley End House and the Miniature Railway have increased significantly. Great Dunmow Town Team have an active facebook page and new website to attract visitors. Christmas promotion events to attract more visitors into the town centre including Christmas Lights event on Saturday 2nd December were held. On going
17-CPDP-21 Supporting business parks and business communities on industrial estates and support for the South Cambridge Science Cluster	Support the work of Stansted Business Forum, Stansted Airport Chamber of Commerce and Shirehill Business Network. Development of the Uttlesford Business Database. Membership of and work with Cambridge Cleantech Network. Support Chesterford Research Park.	31-Mar-2018	Sustaining local businesses growth Enhanced communication with key Uttlesford firms Output measures/milestones: Growth in membership of the local business networks. Grow the Uttlesford Business	£4k Uttlesford Business Database £2k Annual Business Breakfast Economic Development Officer and economic development team	MARCH 2018 - Support work continues with business networks throughout the district. Sponsorship of Uttlesford Business Awards, Check-in@Stansted, and a new network Meet the Town in Saffron Walden. Uttlesford Business Directory continues. Work continues with Invest Essex and the promotion of the life sciences sector in the district and in particular at Chesterford Research Park.

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			Database to 2,000 entries. Deliver the Annual Business Breakfast. Additional Business Rates income for the Council		Annual Business Breakfast delivered in September 2017. On going
17-CPDP-22 Encouraging the establishment of a higher education offer in Uttlesford	Work with South East Local Enterprise Partnership, Essex County Council, Harlow College and Manchester Airport Group to deliver a further education facility at Stansted airport.	31-Mar-2018	Fill gap in supply of skilled labour. Support local career path opportunities Output measures/milestones: Delivery plan for further education facility	Economic Development Officer and economic development team	MARCH 2018 - Construction work started on new Stansted Airport College in October 2017, with opening date on September 2018. 500 students expected to study a range of professional and technical courses designed to develop skills for careers at the airport. Economic Development Team working with Harlow College to promote the courses to young people in Uttlesford to ensure that they benefit from this opportunity. The college is attracting a significant level of interest from potential students The council's participation in the Advisory Group will be on going in 2018-19.

CP Priority 4 Maintain a financially sound and effective Council

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17-CPDP-23 Setting a Medium Term Financial Strategy that balances prudent use of investment, reserves and capital	To provide all reports and financial data as per the timetable in measures and milestones. Finance and Revenues and Benefits to continuously monitor the income and expenditure and liaise with relevant managers.	31-Mar-2018	Balanced budget ensuring quality of service Output measures/milestones: Budget setting and Council Tax approval timetable; Scrutiny – 7th February 2017 Cabinet – 16th February 2017 Full Council – 23rd February 2017 Budget monitoring carried out monthly – quarterly reports to Corporate Management Team and Cabinet Quarter 1 – September 2017 Quarter 2 - December 2017 Quarter 3 – February 2018 Quarter 4 – June 2018 Final Accounts (audited) July 2018	-Finance Team -Revenues and Benefits Teams -All managers and staff to ensure that timely and accurate information is provided on all income and expenditure.	MARCH 2018 - The MTFs was presented to Full Council on the 22 February and received approval by all members present. COMPLETED
17-CPDP-24 Maximising the use of our assets, including utilising the available space within the council offices	Rental of office space on ground floor. Apply for planning permission on any General Fund building plots that are not viable for the Council to develop so they can be sold on the open market. Dispose of De Vigier Avenue site.	31-Mar-2018	Use of Assets maximised to bring in income;. Output measures/milestones: Space rented Outline planning permission granted Land disposed of	-Assistant Director, ICT and Facilities -Facilities Manager £50,000 pa income if let £10,000 cost of planning fees Capital receipt	MARCH 2018 - Thaxted Road site pre-application has been submitted to planning. De Vigier Avenue site sale is still progressing. C/F
17-CPDP-25 Reviewing all services to ensure efficiency and effectiveness	Costs benefit analysis of options available.	31-Mar-2018	Decision on sharing a single depot site Output measures/milestones: Decision on whether or not to proceed	Director of Finance and Corporate Services Assistant Director, ICT and Facilities £15,000 cost of options appraisal	MARCH 2018 - A plan for future zero based budgeting is going to CMT in April. C/F
17-CPDP-26 Developing a commercial	Develop commercial strategy Appraisal of options to purchase land for building of commercial units	31-Mar-2018	Additional income to support the Medium Term Financial Strategy	Director of Finance and Corporate Services Assistant Director, ICT and Facilities	MARCH 2018 - The Invest Essex meeting has taken place at the park. The marketing of Chesterford Research park has greatly

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strategy for the council, including trading Aspire	Acquisition of suitable land and commence development process		Output measures/milestones: Commercial strategy agreed Option appraisal completed and way forward agreed Acquisition process commenced Additional land purchased for commercial activity	Acquisition and build cost circa £4m	improved and we have expressions of interest from potential new tenants. Commercial strategy approved at Council on 22nd February 2018. C/F
17-CPDP-27 Enabling enhanced self-service through the council website	Procurement of account system. Installation of account system. Launch and publicity for account system.	31-Mar-2018	Customers able to access council tax, business rates, housing benefits and housing rent account information on line and complete transactions/applications. Output measures/milestones: Procurement of system by end 9/17 Launch of facility by end 3/18 Take-up to be measured in 18/19	Project Team comprising staff from; -Web team -Revenues -Benefits -Information Communications Technology	MARCH 2018 Options for a new council website have been considered and a contract is due to be awarded in the next few weeks, with the new site timetabled to go live in the summer. The Citizen's Access project through which customers will be able to access their council tax and housing rent accounts will commence following the annual billing period. This action is being taken forward in the 2018/19 Corporate Plan Delivery Plan. C/F