

Corporate Plan Delivery Plan Actions 2018-19 – Appendix A – Cabinet 12 July 2018

Programme/ Project/Activity Title	Outcomes	Activities for 2018/19	Output measures/milestones	Resources	Latest Status Update
Corporate Plan Commitment: Promote thriving, safe and healthy communities					
Day Centres	Day centres that are efficient and effective and that promote activities to reduce social isolation and improve health and wellbeing	<p>Establish new operating agreements for all five day centres</p> <p>Transfer staff to direct employment of the council where appropriate</p> <p>Assist management committees' transition to new ways of working</p> <p>Work with management committees to develop the centres as places for activities to improve health and wellbeing</p>	<p>Operating agreements in place – staggered throughout year. First agreement in place by end of April 2018</p> <p>Staff transferred – staggered throughout year. First staff to transfer in April 2018</p> <p>New ways of working implemented - staggered throughout year. First day centre operating on new ways of working from April 2018</p>	<p>Approved budget for new Day Centre Management post</p> <p>Transferred staff posts</p>	<p>June 2018</p> <p>Cutler's Kitchen (Thaxted) staff now transferred to council and new management agreement in place. Cutlers Kitchen Friendship Group has been established comprising former members of management committee to coordinate volunteers and provide support to the service. This structure went live 1 April and is going well.</p> <p>Negotiations continue with Garden Rooms (Saffron Walden) representatives with a view to establishing new operating model.</p> <p>New committee established at Dunmow, council officers working with them to formalise an operational agreement by end July.</p> <p>Third party supplier has been brought in to provide meal service at Takeley Day Centre; council now directly responsible for hirers and overseeing provision of lunch service. Discussions continue with outgoing management committee to resolve remaining issues.</p> <p>Stansted has a new manager and officers working with her to promote the centre and its service. New licence agreement between district and parish council being negotiated.</p>

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Local Plan	A sound Local Plan that guides development to 2033, to address needs and opportunities whilst protecting and enhancing heritage and character	Publish Reg 19 Plan, Submit to DCLG and prepare for and participate in its examination in public	June 2018 – Publish for Representations Oct – Submission January 2019 – Examination and hearings	Approved budget for a range of resources	<p>June 2018</p> <p>The draft Local Plan for Pre-Submission publication was approved by Full Council on 19th June. The period for representations started on Monday 25th June and will run to Monday 13th August. Following this consultation, it is planned to formally submit the Local Plan for Public Examination in October.</p>
Promote healthy lifestyles	Residents are active and optimise their health and well being	<p>Working with partners to increase the levels of participation in sports, leisure and cultural activities</p> <p>Raise awareness of local health and wellbeing activities for all residents</p> <p>Increase residents awareness and skills to improve their health and wellbeing</p> <p>Maintain independent living through Disabled Facilities Grants</p>	<p>Success will be measured by key performance indicators and the delivery of targets for each of the priorities as set out within the Health and Wellbeing delivery plan</p>	Within existing budget and Public Health grant	<p>June 2018</p> <p>Delivery plan completed for the priorities of the Health and Wellbeing Strategy</p> <p>Active Uttlesford funding has been used to introduce a number of netball activities for all ages hosted at the leisure centres</p> <p>ACE (Anglia Community Enterprise) project My weight matters will be taking place from the Council offices and Dunmow hub from July 2018</p> <p>Time to Change project has been running to encourage local business employers to sign an Employer Pledge to demonstrate commitment to change how they think and act about mental health in the workplace and make sure that employees who are facing these problems feel supported. UDC will be signing up to the pledge</p> <p>Continuing to work with Essex County Council to improve the council's Disabled Facilities Grant (DFG) allocation.</p>

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					<p>The Council are now in complete control of the DFG process since the previous long-term arrangements with The Papworth Trust Home Improvement Agency ended in April 2017. Since bringing the services in house processes have been streamlined. This has already achieved a significant improvement in response times. An information pack has also been developed to aid customers with the process. Reductions in waiting times will reduce further complications and ongoing care costs</p>
Improve community safety	Communities that feel safe and secure	<p>Further develop the activities of the Community Hub</p> <p>Deliver identified actions of the new Strategic Assessment</p> <p>Work with partner agencies within the Community Safety Partnership to reduce and prevent crime and anti-social behaviour</p> <p>Ensure partnership working with town councils, parish councils and the PCSOs to address the fear of crime</p>	<p>Success will be measured through annual surveys of residents, key performance indicators and the delivery of targets for each of the priorities as set out within the new Strategic Assessment</p> <p>Quarterly feedback from Towns and Parishes</p> <p>Monthly updates from PCSOs</p> <p>Quarterly update from RJ as to number of referrals and outcomes</p>	<p>Within existing budget (including funding for 2 PCSOs)</p> <p>Match funding in approved budget for a further PCSO</p> <p>Partner agencies</p>	<p>June 2018</p> <p>A number of partner agencies are using the hub to work and resolve local issues</p> <p>The Strategic Assessment has been finalised and actions under the priorities have been identified for the delivery plan to be delivered by partners</p>

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		Make greater use of Restorative Justice (RJ) to help put right the harm caused by anti-social behaviour, enhancing public reassurance and confidence			
Reduce social isolation	Communities that are strong, self-sufficient, resilient and supportive	Continue to work with local stakeholders to support the people and projects identified through the council's work with the Young Foundation, contributing to community wellbeing and reducing social isolation. Projects include Suspended Cafes, Community Allotments, seated exercise classes and anxiety and stress management Work in collaboration with the CVSU to establish a Community Builder role in South Uttlesford to help relieve the pressure on GPs	The number of new Community groups that are self-sustaining after receiving support to promote and market their service Quarterly feedback from those groups regarding membership numbers and frequency of activities Quarterly feedback from group members to measure the outcomes of the project and to identify further need or appropriate changes	Partnership project – funded through Essex CC	June 2018 Work with the Young Foundation has been completed and a final methodology report has been produced. A number of projects identified through this work are being supported and encouraged by the council and partners Two villages, Ashdon and Great Chesterford, have come forward for support with community action zone work in their communities
Prevent homelessness	Increase in the prevention and the relief of homelessness within the district	Review Homelessness Strategy and Housing Allocation Policy to ensure compliance with new duties required under the Homelessness Reduction Act	Success will be measured by key performance indicators and the delivery of targets for each of the priorities as set out within the updated	Within existing resources	June 2018 The Homelessness Strategy and Allocations Policy have been reviewed and updated to take account of new duties required under the Homelessness Reduction Act

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		Prevent Homelessness through early intervention methods	Homelessness Strategy that will be in place by June 2018 Performance monitoring of quarterly statistical reports including the number of homelessness cases; average time spent by home-seekers in temporary accommodation		<p>Officers have received training in how to deliver the requirements of the new Act. Systems have been updated to record homelessness and prevention cases in accordance with the Act and deliver statistical information direct to government via 'H-Click' later this year</p> <p>Continuing to work with Essex Trailblazer Project to prevent homelessness with successful outcomes</p> <p>Homelessness Partnership meetings held quarterly to enable cross organisational homelessness prevention work to be carried out</p>
Deliver affordable housing	Good quality affordable homes for local people	Contribute to the provision of affordable housing supply by delivering/acquiring further new council homes Work with developers and Registered Social Landlords to ensure delivery of required numbers of affordable housing on development sites Continue to deliver the Housing Strategy particularly focussed on ensuring the right	Deliver 40 new council homes or acquisitions through the Housing Revenue Account development programme Deliver required affordable housing targets in line with planned timescales	Within existing resources	June 2018 The council's development programme is progressing well and to date has delivered 71 new build council properties to rent. Reynolds Court Phase 2 is due to complete in October 2018 and will deliver a further 26 high quality supported homes The re-modelling of Hatherley Court in Saffron Walden is progressing to schedule. 26 properties are being remodelled and 1 new build flat and new communal areas will be delivered as part of the project. Phase I is due to complete in August 2018 An options appraisal on Walden Place in Saffron Walden is under way with a view to identifying a development partner

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		tenures and quality of homes for vulnerable groups in the district			<p>The district's first independent living scheme, which will deliver 72 units of accommodation, is under construction at Radwinter Road in Saffron Walden and due to complete in January 2019. Currently in discussion with ECC, Housing Association partner and developer to progress delivery of a second scheme in Great Dunmow</p> <p>A purpose built scheme in Everett Road, Saffron Walden comprising of 6 units of accommodation for people with learning difficulties is due to complete in July 2018</p> <p>Work has commenced on sites in Newport and Dunmow that will deliver 8 new properties</p> <p>Progressing with plans for the development of a site at Little Dunmow to replace 12 existing bungalows that are affected by subsidence with 16 general needs flats and houses</p> <p>A further 3 new properties are due for handover next month in Saffron Walden 2 x 2 bed houses and a purpose built 3 bed fully adapted bungalow</p> <p>Continuing to work with accounts business partner to ensure that right to buy receipts are spent in accordance with government agreement. Looking to use Section 106 affordable housing receipts in conjunction with HRA funding to maintain development programme.</p>

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					<p>Also investigating further opportunities of being affordable housing partners on Section 106 sites</p> <p>In the process of updating the Housing Strategy in line with local plan. This will be taken to Cabinet by the end of year</p>
Improve private sector housing conditions	Private sector housing that is healthy and safe to live in	<p>Introduce a range of measures to tackle rogue landlords under the new powers available to the Council in the Housing & Planning Act 2016</p> <p>Review options for discretionary licensing of private rented homes, including Houses in Multiple Occupation</p>	<p>Success will be measured by key performance indicators</p> <p>A new policy in place outlining the appropriate level of action and civil penalties for Housing Act offences</p>	Within existing resources	<p>June 2018</p> <p>A policy is being developed outlining the appropriate level of action and civil penalties for Housing Act offences</p> <p>Improvements to the council's website content have been made to provide more information to landlords and tenants particularly concerning the implications of recent legislative changes</p> <p>The definition of a mandatory House in Multiple Occupation (HMO) will change on 1st Oct 2018. In the months leading up to this change, the council will be raising awareness with landlords and letting agents in the district. Landlords will also be consulted on proposed HMO standards and a new charging structure for this licensing service.</p> <p>A report will be prepared for Cabinet in respect of the above</p>

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Corporate Plan Commitment: Protect and enhance heritage and character					
Walden Castle	Castle opened up for public access and suitable events	Installation of electricity, lighting and security Establish an events programme	Work completed and access available to all – by end of August 2018 Events programme to be developed by December 2018	Within existing resources	June 2018 In the process of agreeing the flooring specification with Historic England. Once this has been agreed a planning application will be submitted.
Museum Development Lottery Bid	The lottery grant will lay the foundations for a larger grant application to extend the museum by providing funding for feasibility and options appraisals and an audience development study with public consultation. In addition it will enhance the fundraising capabilities of the Saffron Walden Museum Society through training.	Bid to Resilient Heritage Lottery Fund for approximately £70,000	Application made July 2018 Grant confirmed October 2018, subject to HLF grant award meeting timetable Work commenced on feasibility and options appraisal stages along with public consultation in preparedness for a bid to the HLF for an extension to the Museum building	Within existing resources	June 2018 Project enquiry form for a Resilient Heritage Bid submitted in April and feedback from HLF received in June after a delay due to circumstances at the HLF. Discussions in progress with HLF to refine the grant application, which is expected to be submitted in July.

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Article 4 Direction (A4D) for Local Heritage List (LHL)	Development related to locally listed properties across the district managed positively	Mid 2018 – Draft A4D order to go out to public consultation. Mid -Late 2018 – Final report to go to Cabinet and final order to be served.	Final Article 4 Direction order confirmed	Within existing resources	June 2018 Work ongoing – draft report for 12 July Cabinet being circulated requesting an in principle decision to implement Article 4 directions on 7 conservation areas also.
Shop Front Design Guide and Management Plan	Good practice guidance to protect and enhance the character of town centres	Mid to late 2018 – Draft document to be compiled and ready for public consultation Late 2018/ Early 2019 – Finished document to go to Cabinet for approval. Early 2019 – Document to be adopted formally.	Comprehensive document to inform the treatment of shop frontages in the district, and help facilitate good practice in relation to signage, colour, detail and illumination by Mar 2019	Within existing resources	June 2018 Draft Guide prepared. On course for consultation and approval by December 2018.
Reviews of Conservation Area Appraisals and Management Plans	Managed growth and development in Conservation Areas.	Continue with a rolling programme of resurveys of the existing 37 Conservation Areas	Mid 2018 – Draft Conservation Area Appraisal(s) to be ready for public consultation. Mid to Late 2018 – final reports to go for publication, or cabinet approval, as appropriate.	Within existing resources	June 2018 Next Conservation Area Appraisal / Management Plan proposed is for Great Chesterford.

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Pride in place	A fair and consistent approach to enforcement	<p>Deliver a programme of public educational events to tackle environmental issues e.g. responsible dog ownership</p> <p>Clearing fly tipped materials</p> <p>Provide targeted enforcement action campaigns to address litter, trade waste abuses and fly tipping</p>	Success will be measured by pre and post campaign surveys	Within existing resources and approved budget to provide more capacity within street services team	<p>June 2018</p> <p>An action plan is being devised to deliver the responsible dog campaign for 2018/19.</p> <p>The 'We are watching you' campaign that has been developed by Keep Britain Tidy will be promoted through Parish Councils</p> <p>In support of the 'crime not to care' campaign officers have successfully prosecuted an offender for duty of care offences</p> <p>A targeted enforcement action to reduce incidents of fly-tipping and trade waste abuses is being considered</p>
Corporate Plan Commitment: Support sustainable business growth					
Economic Development Strategy	Positive interventions that support business growth	<p>Delivery of the strategy including engagement in a joint digital infrastructure strategy across West Essex and East Herts, research the extent of lack of poor mobile communications and options for resolution, participation in the Stansted Airport College Advisory Group and progress local economic strategies for each new garden community.</p>	Key measures and milestones detailed in the economic development strategy	Approved budget for a range of activities	<p>June 2018</p> <p>ED strategy delivery work is being progressed by the ED section. Current focus of work is on the Saffron Walden BID postal ballot during the month of June, and making progress with the car parking strategy. An outline plan is in place for the economic strategies for the garden communities. Work on Digital Innovation Zone (DIZ) is ongoing. DIZ Symposium to be held on 15/6/18. Research into poor mobile communications has not yet started. Working with Cambridge CleanTech on development of local economic strategy for North Uttlesford. Participation in the Airport College Advisory Group is on-going.</p>

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Corporate Plan Commitment: Maintain a financially sound and effective Council					
Medium Term Financial Strategy (MTFS)	To ensure that the council maintains a budget that is financially viable and continues to provide services at an affordable level	Budget monitoring, to include a programme of identifying the savings target of £150k To continue the rollout of Zero Based Budgeting for 2019/20 budget preparation To prepare the MTFS and all supporting budget reports for 2019/20	Monthly Budget monitoring with quarterly reports prepared for Cabinet Zero Based Budgeting for 2019/20 to begin in September to ensure approval process is complete to meet annual budget deadlines To identify areas of savings for 2019/20 (if this has not already been identified as part of the budget monitoring process) 2019/20 budget papers and MTFS to be presented to Members in February 2019.	Finance Team CMT and SMT All budget managers	June 2018 Zero based budgeting has been replaced with a rolling programme of Service Reviews to ensure that services are working efficiently and maximise efficiencies. This process has been started with a deadline of end of August to present to members. Quarter 1 monitoring will also look for in year efficiencies and will be presented to Cabinet in September.
Chesterford Research Park	Significant contribution to the council's revenue budget	Evaluation and delivery of most affordable method of financing for new unit(s) Agreement to fund, if required, the building of an additional unit for a new tenant on the park	At least one new request, if required, for funding for a new build unit received in 2018/19	Within existing resources (subject to approval for additional funding as required)	June 2018 There has only been a small drawdown on the agreed sum for borrowing, this is for surveying and administration of the tender. This is currently being funded out of cash reserves and short term borrowing from other LA's. Officers have met with the appointed property asset manager to discuss opportunities to facilitate new businesses

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		Economic Development team work to promote the Park			on the park.
Uttlesford South Depot	Efficient and effective use of assets	Explore options for commencement of phase 1 prior to purchase of land Acquisition of land Operational planning activities associated with new site	Options for delivery evaluated and preferred solution agreed Land purchased – by end of March 2019	Within existing resources	June 2018 Planning application refused June 2018. Subject to concerns raised by Planning Committee being addressed it is likely that a revised application for the site will be submitted in late summer
Workforce Development	An engaged and flexible workforce that is able to react to the changing local government environment	Develop a people plan Bring on stream apprenticeships through the apprenticeship levy	An assessment of the skills gaps and shortages along with a remediation plan – end of December 2018 More apprentices – throughout 2018/19	Within existing resources	June 2018 This action will commence later in 2018/19.
Citizens Access	Enhanced self-service for council customers	Develop a new website Installation of online access to Council Tax, Rents, Housing Benefits and Business Rates	A modern website capable of meeting current and future customer needs – end of July 2018 Online account access for customers is available – Ready for use by end of December 2018 but promoted through 2019/20 annual billing	Approved budget for IT investment and backfilling project team, if required	June 2018 Successful procurement of new website. The existing content will be migrated to the new site, which will have a more modern look and provide a better user experience, especially on mobile and tablet devices, where the current design struggled. New website is expected to go live at the end of July with the further development of subsite to support the Economic Development Strategy going live by the end of October. Citizens Access project is not scheduled to commence until later in the year although

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					preliminary discussions have been had with departments and initial project planning is in place with Northgate Public Services.
Planning Performance Agreements (PPAs)	Delivery of a high quality Planning Service	Promotion of PPA's for all major development proposals	Number and value of PPA's	PPA's identify and fund additional resources associated with the application (net nil impact)	June 2018 Two PPAs have now been agreed and are in operation – one with MAG for the Airport proposals and the other for Kier's housing proposal in Saffron Walden. Other PPAs are under discussion with further developers.