

Recommendation	Area of focus	Detailed action	Indicative Timescale	Resources	Update/comments	Lead Officer
Continue to develop your position as a place of opportunity with regional and sub-regional partners	Understanding of the local place and priority setting/Leadership of place	Revise corporate Economic Development strategy. To include: Ensure the availability of a portfolio of sites to provide opportunities for inward investment and local businesses to grow. Workspace will be an integral element of the sustainable garden communities planned.	Strategy adopted by October 17	Within existing	<i>Feb 18 - A Corporate Economic Development Strategy has now been prepared and is scheduled to be considered for adoption by Cabinet in February 2018. The Strategy includes an Action Plan for the delivery of the key actions which will be regularly monitored and updated.</i>	Gordon Glenday
		Target Council investment at opportunities within the District that supports growth (including grow on space) and attracts new businesses	Ongoing	To be identified with each business case	Sept 18 - A Corporate Economic Development Strategy has now been approved by Cabinet. The Strategy includes an Action Plan for the delivery of the key actions which will be regularly monitored and updated. <i>Feb 18 - Investment in CRP complete. An investment strategy is being prepared to inform future decisions.</i> Sept 18 - An Investment Strategy was approved at Full Council in February 2018.	Adrian Webb

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		Continue to work with the LSCC to progress the Core's 'offer' including its liveability strengths	Ongoing	Within existing	<p><i>Feb 18 - Work has been commissioned to identify the opportunities for collaborative working with Harlow, Epping Forest, East Herts and Broxbourne councils, who make up the London/Stansted/Cambridge Innovation corridor 'Core'; this will conclude with a presentation to the 'core' Leaders in January.</i></p> <p>Sept 18 - Further work is being progressed through meetings of the Leaders of the district councils and the two county councils, facilitated by Dr Ann Limb who chairs the London Stansted Cambridge Consortium (LSCC)</p>	Dawn French
		Identify and liaise with key partners around targeted topics, to include: - M11 J8 - Four tracking for the West Anglia main line - Improved rail connectivity to and from Stansted	Ongoing	Within existing	<p><i>Feb 18 - Quarterly liaison meetings under the Airport Transport Forum arrangements ensure that liaison continues with key partners such as MAG, Essex County Council, Highways England, Network Rail and</i></p>	Gordon Glenday

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					<p><i>Train Operating Companies. Joint lobbying continues through the London Stansted Cambridge Consortium (LSCC) and all-party parliamentary group.</i></p> <p>Sept 18 - This issue is also being addressed as part of the Stansted Airport planning application negotiations</p>	
Create a compelling narrative and subsequent transformation agenda	Understanding of the local place and priority setting/Leadership of place	<p>Define and communicate compelling case for change, to include:</p> <ul style="list-style-type: none"> - drivers for change – why do we need to be different - target operating model (<i>crossover with workforce strategy</i>) - action plan (<i>crossover with workforce strategy</i>) - Align with corporate plan priorities 	December 17	Within existing but outputs to be incorporated in 18/19 budget and MTFS	<p><i>Feb 18 - Work has been undertaken since June to identify the programmes of work, where the council could invest and/or refocus its resources to ensure the priorities of the council are progressed. This will be presented to Council in February together with a draft corporate plan delivery plan for 18/19. This will then inform the people plan.</i></p> <p>Sept 18 - Work has continued to focus resources on priorities through efficiency reviews. The context for the council's work is reflected in</p>	Dawn French

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					each staff briefing as the funding for local government continues to evolve through to 19/20, after which there is less clarity at this time.	
Communicate and engage effectively at every level	Organisational leadership and governance	Develop internal communication plan. Staff focus to include: - embedding 'you said, we did' - 'late opening' for team meetings - staff recognition - more regular and coordinated internal communications - more channels of communication, including a mechanism for staff suggestions	Plan agreed September 17	Within existing	<p><i>Feb 18 - Internal Communications improvements have been embedded, including SnapComms for instant dissemination of key messages to staff and establishment of regular staff bulletin emails via GovDelivery.</i></p> <p><i>Late opening to the public has been established on the last Thursday of every month, increasing networking opportunities between teams</i></p> <p><i>Staff recognition is a regular feature of the Chief Executive's staff briefings and a particular focus of the annual long service awards.</i></p> <p><i>SMT (service manager) group now holds monthly meetings to discuss key</i></p>	Richard Auty

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					<p><i>topics and projects.</i></p> <p><i>Staff suggestions are being fed through the Continuing the Conversation sessions, through which staff can discuss ideas informally with the Chief Executive</i></p> <p><i>Further internal communication improvements will be outlined in the communications strategy, currently in draft.</i></p> <p>Sept 18 - Many of the recommendations have already been implemented, as set out in the February update. A communications strategy and action plan has been drafted and will be considered by the Corporate Management Team in July.</p>	
		Member focus to include: - Revised member/officer protocol (including communications programme)	Adopted May 17		<p><i>Feb 18 - A revised member/officer protocol has been agreed.</i></p> <p><i>Members' bulletin is now</i></p>	Simon Pugh

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		- Better use of members bulletin	Ongoing		<p><i>being coordinated by the Communications Team and delivered through GovDelivery. It has led to a better corporate focus on key issues members are interested in.</i></p> <p><i>In addition the Chief Executive issues a weekly local plan update.</i></p> <p><i>Also, various member workshops have been provided including the local plan, garden communities, "Probity in Planning", development management with further training planned.</i></p> <p>Sept 18 - Since the last update, which stated that the Members' Bulletin was being coordinated through the Communications Team, a further improvement has been put in place whereby the Corporate Management Team now has a standing item on the agenda at every meeting to discuss any key</p>	ALL

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					<p><i>meeting of the group.</i></p> <p><i>The Local Councils Liaison Forum met in September; agenda items included an update from the West Essex CCG, PCSO's and Code of Conduct. The next meeting is scheduled for 13 Feb.</i></p> <p>Sept 18 - Public Engagement Working Group has been looking at the council's engagement channels and considering what works well and where improvements can be made.</p> <p>Survey of Uttlesford Life found 91.6% of respondents strongly agreed or agreed it was a good way to find out about the council and the services it provides. 92% said it was either excellent or good overall.</p> <p><i>Feb 18 - The Statement of Community Involvement was approved by Cabinet in Jan 18</i></p>	Gordon Glenday

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					Sept 18 - The adopted Statement of Community Involvement (SCI) is now being implemented for Local Plan and planning application consultations	
Review and reprovide member development /investment	Capacity to deliver	Engage with member development group to: <ul style="list-style-type: none"> - develop general induction/member training - review role profile and 'person specification' - review current development programme and realign - plan whole programme - communicate and promote - keep under review, seek feedback 	Plan to be agreed out of initial engagement	Within existing (unless plan dictates otherwise)	<p><i>Feb 18 - Some work has been undertaken with cabinet members; work to support all members is scheduled for 2018</i></p> <p>Sept 18 - Work is well underway to plan the induction programme for all members of the new council post elections in May 2019. Group Leaders have been asked to seek out member volunteers to act as a focus group for officers to ensure proposals are shaped clearly towards members' needs.</p>	Dawn French
Improve your holistic workforce strategy Continue to take	Capacity to deliver	Develop a workforce strategy to ensure our people are equipped to deliver the future council agenda and retain the best	Timescale to produce the plan with key outputs	Within existing (unless plan dictates otherwise)	<i>Feb 18 - Formalised management training is now in place; ILM 2 and 3 courses have already been run, ILM 5 course scheduled for Feb 18</i>	Richard Auty

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pride in what you do		of the culture in terms of pride, commitment, etc. <i>Overlaps with narrative and communication recs.</i>	and milestones to be developed		<p><i>Apprenticeship Levy is being looked at as a means to upskill existing workforce to ensure we have the right skills in the organisation to meet future challenges.</i></p> <p><i>Development of a Workforce Strategy ("People Plan") will be developed in 2018 with external support. Work is underway to identify suitable organisation to help the council develop an effective plan.</i></p> <p>Sept 18 - All service managers have been offered the opportunity to take the ILM Level 5 qualification. The majority of managers at this level will have completed the course by the end of 2018/19 along with three members of the Corporate Management Team</p> <p>The East of England Local Government Association has been approached to provide</p>	

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					assistance with the development of a workforce strategy and action plan.	
Strengthen the partnership relationships and increase the intensity of delivery	Leadership of place	Review of LSP structure to ensure clarity, focus, governance, etc. - consider establishing an innovation fund	Timescale to produce the plan with key outputs and milestones to be developed	Within existing (unless plan dictates otherwise)	<p><i>Feb 18 - All working groups of the Local Strategic Partnership (LSP) now have clearer plans and targets with regular updates to LSP chairs to ensure the work of the groups is addressing cross cutting issues</i></p> <p>Sept 18 - Work is underway on the next LSP Assembly to be held in November, the focus of which will be 21st century living.</p>	Dawn French
		Review grants to consider match funding criteria, development of SLA's, etc.	Review to be completed October 17	Within existing	<p><i>Feb 18 - Grants Policy in draft. Some initial work has been done on the possibility of moving large grant recipients onto SLAs.</i></p> <p>Sept 18 - Work continues on improving the governance and monitoring of UDC funded grants. A full document suite is currently</p>	Richard Auty

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		Pilot strengthening communities approach to tackle social isolation	Timescale to produce the plan with key outputs and milestones to be developed	Within existing (unless plan dictates otherwise)	<p>being finalised for approval including an over-arching policy and supporting work instructions/guidance notes. Benchmarking is currently underway with regards to confirming SLA's with the voluntary sector recipients. Recommendations for future reporting and monitoring processes are being developed as part of this review.</p> <p><i>Feb 18 - Working with partners on a sustainable community project around social isolation. Research and evaluation work completed and stakeholders identified. Events held to share findings with community and LSP. An action plan is now being developed that will enable local stakeholders to work together to best support the people and projects contributing to community wellbeing and reducing social isolation</i></p>	Roz Millership

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					<p>Sept 18 - 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.</p> <p>Currently supporting the Young Foundation in securing funding from ECC Community Engagement and Safety funding pot to take this work further.</p>	