

Corporate Plan Delivery Plan Actions by Commitment 2018-19

Generated on: 13 September 2018



18-CPDP Corporate Plan Delivery Plan 2018/19

18-CPDP Corporate Plan Commitment 1: Promote thriving, safe and healthy communities

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
<p>18-CPDP 01 Day Centres</p> <p>Day centres that are efficient and effective and that promote activities to reduce social isolation and improve health and wellbeing</p>	<p>Establish new operating agreements for all five day centres Transfer staff to direct employment of the council where appropriate Assist management committees' transition to new ways of working Work with management committees to develop the centres as places for activities to improve health and wellbeing</p> <p>Output measures/milestones: Operating agreements in place – staggered throughout year. First agreement in place by end of April 2018 Staff transferred – staggered throughout year. First staff to transfer in April 2018 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>	31-Mar-2019	Adrian Webb

Latest Note:

September 2018

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.

The third party supplier brought in to provide meal service at Takeley Day Centre was unable to make it economically viable so has ceased providing the service. Arrangements have been put in place to transport Takeley Day Centre users to Thaxted at no cost to users or the council. This arrangement, although in early days, is working well and service users from Takeley have given positive feedback. The Takeley facility is still well used by other hirers, with the council keeping the income from this.

Discussions have been held with Stansted Parish Council around licence renewal and the two councils are currently exploring the best model for future delivery of the service.

Work is underway to transfer responsibility for the Garden Rooms (Saffron Walden) directly to the district council, similar to the successful arrangement at Thaxted. This is currently being negotiated by solicitors for both parties.

New committee established at Dunmow, council officers working with them to formalise an operational agreement. Officers are meeting the Cabinet Member to discuss the way forward in early September.

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
18-CPDP 02 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 Output measures/milestones June 2018 – Publish for Representations Oct – Submission January 2019 – Examination and hearings	Approved budget for a range of resources	31-Mar-2019	Roger Harborough

Latest Note:

September 2018
 The Reg 19 Plan went out for public consultation in June – August. This round of consultation generated submissions from around 1500 resident, businesses and interested parties. Officers are currently going through the comments with a view to preparing the formal Reg 19 Submission by the end of the year.

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
18-CPDP 03 Promote Healthy Lifestyles Residents are active and optimise their health and well being	Working with partners to increase the levels of participation in sports, leisure and cultural activities Raise awareness of local health and wellbeing activities for all residents Increase residents awareness and skills to improve their health and wellbeing Maintain independent living through Disabled Facilities Grants Output measures/milestones: 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	Within existing budget and Public Health grant	31-Mar-2019	Roger Harborough

Latest Note:

September 2018
 Delivery plan completed for the priorities of the Health and wellbeing strategy
 Active Uttlesford funding has been used to introduce a number of netball activities for all ages hosted at the leisure centres
 ACE (Anglia Community Enterprise) 'My Weight Matters' project has been running from the District Council offices and Dunmow hub. Volunteers trained to be able to weigh and give advice regarding nutrition and keeping well
 '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
 Continuing to work with Essex County Council to improve the council's Disabled Facilities Grant (DFG) allocation. 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 which has already shown 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. Option of sharing OT with West Essex authorities for hospital discharge work is being investigated
 Increase in uptake of health improvement classes and the Inclusion Club run by the leisure centres
 Plans for winter warmth events in early stages of development with partners
 97 members of UDC staff are now Dementia Friends. A Dementia café at Dunmow Hub was launched on Monday 21st May and is being well attended

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
18-CPDP 04 Improve Community Safety Communities that feel safe and secure	Further develop the activities of the Community Hub Deliver identified actions of the new Strategic Assessment Work with partner agencies within the Community Safety Partnership to reduce and prevent crime and anti-social behaviour Ensure partnership working with town councils, parish councils and the PCSOs to address the fear of crime Make greater use of Restorative Justice (RJ) to help put right the harm caused by anti-social behaviour, enhancing public reassurance and confidence Output measures/milestones: 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 Quarterly feedback from Towns and Parishes Monthly updates from PCSOs Quarterly update from RJ as to number of referrals and outcomes	Within existing budget (including funding for 2 PCSOs) Match funding in approved budget for a further PCSO Partner agencies	31-Mar-2019	Roger Harborough

Latest Note:

September 2018

The Hub continues to work well with positive outcomes. Agencies are using the hub regularly as a base whilst in the District which enhances partnership working

The CSP Strategic Assessment is complete and the key priorities have been set for the CSP. Partners within the CSP have contributed to the Partnership Delivery Plan detailing their proposed aims and projects they will be completing to achieve these. The priorities are in line with the Crime Commissioner priorities

Funding applications have been made to the OFPCC for the ANPR capability to be added to the CCTV in Stansted

CCTV – The Codes of Practice for UDC camera systems has been published onto the UDC website. Each location has been visited, and strict procedures complying with Data Protection are now in place. The first meeting of Uttlesford CCTV Partnership has taken place where good practice was shared and networking between the towns and parishes was strengthened

Hate Incident Reporting training session will run in September in the District with a view to re-establishing the council as a Hate Incident Reporting Centre

Crucial Crew has taken place and workshops have been delivered to over 800 year six pupils. Gangsline has been included this year in response to the ‘Hidden Harm’ agenda and the ever emerging threat of drug gangs coming into the District. This was a workshop of how to stay safe and not get involved. We are also looking to have a gangsline event for parents so that they are also aware of what to look for in changes with their young people. This workshop will also be delivered to District Councillors

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
18-CPDP 05 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 Output measures/milestones: 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	Partnership project – funded through Essex CC	31-Mar-2019	Roger Harborough

	Quarterly feedback from group members to measure the outcomes of the project and to identify further need or appropriate changes			
Latest Note:				
<p>September 2018</p> <p>Project 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. Supporting the Young Foundation in securing funding from ECC Community Engagement and Safety funding pot to take this work further. Two villages, Ashdon and Great Chesterford, have come forward for support with community action zone work in their communities</p>				

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
<p>18-CPDP 06 Prevent homelessness</p> <p>Increase in the prevention and the relief of homelessness within the district</p>	<p>Review Homelessness Strategy and Housing Allocation Policy to ensure compliance with new duties required under the Homelessness Reduction Act Prevent Homelessness through early intervention methods</p> <p>Output measures/milestones: Success will be measured by key performance indicators and the delivery of targets for each of the priorities as set out within the updated Homelessness Strategy 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>	<p>Within existing resources</p>	<p>31-Mar-2019</p>	<p>Roger Harborough</p>

Latest Note:				
<p>September 2018</p> <p>The Homelessness Strategy and the Housing Allocations Policy have been reviewed and updated to take account of new duties required under the Homelessness Reduction Act, which came into force in April 2018. The Housing Options Team have been fully trained 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>Homelessness Partnership meetings held quarterly to enable cross organisational homelessness prevention work to be carried out.</p> <p>The Essex Trailblazer homelessness reduction project is working well with some successes recorded in preventing homelessness within Uttlesford. Currently working with Essex County Council to see how this prevention work can continue once government funding has run out</p>				

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
<p>18-CPDP 07 Deliver affordable housing Good quality affordable homes for local people</p>	<p>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 tenures and quality of homes for vulnerable groups in the district Output measures/milestones: Deliver 40 new council homes or acquisitions through the Housing Revenue Account development programme Deliver required affordable housing targets in line with planned timescales</p>	<p>Within existing resources</p>	<p>31-Mar-2019</p>	<p>Roger Harborough</p>

Latest Note:

September 2018

The council's development programme is progressing well. 74 properties have been delivered with a further 40 properties due for completion in September 2018. Feasibility work is continuing with further sites to be progressed

A new development of 3 properties for rent in Sheds Lane, Saffron Walden was completed ahead of schedule in June 2018 and new tenants have moved in. The development includes fully adapted bungalow for local family – adaptations delivered in partnership with Essex County Council

Reynolds Court Phase 2 is due to complete in September 2018 and will deliver a further 26 high quality supported homes. The scheme, which was part funded by Homes England, has been entered for a design award

There has been a small delay in the delivery of Hatherley Court in Saffron Walden due to issues with utilities. 26 properties are being re-modelled and 1 new build flat and new communal areas will be delivered as part of the project. Phase I is now due to complete in September 2018

An options appraisal on Walden Place in Saffron Walden is under way with a view to identifying a development partner. Report with proposals for a way forward will be taken to Cabinet in October

The district's first independent living scheme, which will deliver 72 units of accommodation, is under construction at Radwinter Road in Saffron Walden. Completion date has been put back to January 2019 due to issues with utilities. Currently in discussion with Essex County Council, Housing Association partner and developer to progress delivery of a second scheme in Great Dunmow

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 September 2018

Work has commenced on sites in Newport and Dunmow that will deliver 8 new build council properties. Sites are being cleared ready for construction works

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

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. Also investigating further opportunities of becoming affordable housing partners on Section 106 sites

In the process of updating the Housing Strategy in line with local plan. This will be taken to Cabinet by the end of the year

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
<p>18-CPDP 08 Improve private sector housing conditions</p> <p>Private sector housing that is healthy and safe to live in</p>	<p>Introduce a range of measures to tackle rogue landlords under the new powers available to the Council in the Housing & Planning Act 2016 Review options for discretionary licensing of private rented homes, including Houses in Multiple Occupation</p> <p>Output measures/milestones: Success will be measured by key performance indicators A new policy in place outlining the appropriate level of action and civil penalties for Housing Act offences</p>	<p>Within existing resources</p>	<p>31-Mar-2019</p>	<p>Roger Harborough</p>
<p>Latest Note:</p>				
<p>September 2018 A policy has been developed outlining the appropriate level of action and civil penalties for Housing Act offences 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 The definition of a mandatory House in Multiple Occupation (HMO) will change on 1st Oct 2018. The council has been raising awareness of the changes with landlords and letting agents in the district and consulting on proposed new Amenity Standards and charging structure for licensing HMOs</p>				

18-CPDP Corporate Plan Commitment 2: Protect and enhance heritage and character

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
<p>18-CPDP 09 Walden Castle</p> <p>Castle opened up for public access and suitable events</p>	<p>Installation of electricity, lighting and security and establish an events programme. Output measures/milestones: Work completed and access available to all – by end of August 2018 Events programme to be developed by December 2018</p>	<p>Within existing resources</p>	<p>31-Mar-2019</p>	<p>Adrian Webb</p>
<p>Latest Note:</p>				
<p>September 2018</p> <p>The type of flooring has been agreed but we are still waiting for colour samples for internal stones. Once this has been agreed a planning application will be submitted</p>				

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
<p>18-CPDP 10 Museum Development Lottery Bid</p> <p>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.</p>	<p>Bid to Resilient Heritage Lottery Fund for approximately £70,000 Output measures/milestones: 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</p>	<p>Within existing resources</p>	<p>31-Mar-2019</p>	<p>Adrian Webb</p>
<p>Latest Note:</p>				
<p>September 2018</p> <p>Feedback has been received from the Heritage Lottery Fund following the Resilient Heritage Fund project enquiry. Further conversations will be held with the HLF to refine the project before submission of the bid.</p>				

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
18-CPDP 11 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. Output measures/milestones: Final Article 4 Direction order confirmed	Within existing resources	31-Mar-2019	Roger Harborough

Latest Note:

September 2018
 Report to Cabinet needs to be agreed in conjunction with the new Heritage officer upon their recruitment.

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
18-CPDP 12 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. Output measures/milestones: 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	31-Mar-2019	Roger Harborough

Latest Note:

September 2018
 Draft Guide prepared and needs to be taken forward by the new Heritage officer upon their recruitment.

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
18-CPDP 13 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 Output measures/milestones: 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	31-Mar-2019	Roger Harborough
Latest Note:				
September 2018 Next Conservation Area Appraisal / Management Plan proposed will have to be completed in conjunction with the new Heritage officer upon their recruitment.				

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
18-CPDP 14 Pride in Place A fair and consistent approach to enforcement	Deliver a programme of public educational events to tackle environmental issues e.g. responsible dog ownership Clearing fly tipped materials Provide targeted enforcement action campaigns to address litter, trade waste abuses and fly tipping Output measures/milestones: Success will be measured by pre and post campaign surveys	Within existing resources and approved budget to provide more capacity within street services team	31-Mar-2019	Roger Harborough
Latest Note:				
September 2018 Joint licensing and enforcement exercises continue to be carried out with Essex Police and Transport for London at the Airport Targeted enforcement action to reduce enviro-crime offences including the introduction of additional Fixed Penalty Notices An action plan is being devised to deliver the responsible dog campaign for 2018/19 The 'We are watching you' campaign that has been developed by Keep Britain Tidy will be promoted through Parish Councils In support of the 'crime not to care' campaign officers have successfully prosecuted an offender for duty of care offences				

18-CPDP Corporate Plan Commitment 3: Support sustainable business growth

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
<p>18-CPDP 15 Economic Development Strategy</p> <p>Positive interventions that support business growth</p>	<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> <p>Output measures/milestones: Key measures and milestones detailed in the economic development strategy</p>	<p>Approved budget for a range of activities</p>	<p>31-Mar-2019</p>	<p>Roger Harborough</p>
<p>Latest Note:</p>				
<p>September 2018 ED strategy delivery work is being progressed by the ED section. Current focus of work is on the implementation of the successful Saffron Walden BID postal ballot during the month of June. Work is progressing 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 was 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>				

18-CPDP Corporate Plan Commitment 4: Maintain a financially sound and effective Council

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
<p>18-CPDP 16 Medium Term Financial Strategy (MTFS)</p> <p>To ensure that the council maintains a budget that is financially viable and continues to provide services at an affordable level</p>	<p>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 Output measures/milestones: 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.</p>	<p>Finance Team CMT and SMT All budget managers</p>	<p>31-Mar-2019</p>	<p>Adrian Webb</p>
<p>Latest Note:</p>				
<p>September 2018 Reviews of funding and expenditure are currently in progress to inform the MTFS and budget 2019/20. The council is facing reductions in funding and need to align budgets in line with this for 2019/20. Qtr.1 outturn forecasts for 2017/18 will be presented to Cabinet on the 16th October</p>				

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
<p>18-CPDP 17 Chesterford Research Park</p> <p>Significant contribution to the council's revenue budget</p>	<p>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 Economic Development team work to promote the Park Output measures/milestones: At least one new request, if required, for funding for a new build unit received in 2018/19</p>	<p>Within existing resources (subject to approval for additional funding as required)</p>	<p>31-Mar-2019</p>	<p>Adrian Webb</p>
<p>Latest Note:</p>				
<p>September 2018 There have been no changes since qtr. 1 with only 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 on the park.</p>				

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
18-CPDP 18 Utlesford 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 Output measures/milestones: Options for delivery evaluated and preferred solution agreed Land purchased – by end of March 2019	Within existing resources	31-Mar-2019	Adrian Webb
Latest Note:				
September 2018 New drawings are prepared and being submitted to planning in October.				

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
18-CPDP 19 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 Output measures/milestones: 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	31-Mar-2019	Adrian Webb
Latest Note:				
September 2018 Initial discussions have been held with the East of England Local Government Association with regard to providing external support to deliver this project via the EELGA Talent Bank. Scope of work currently being developed. New four-year apprenticeship established in Building Control.				

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
18-CPDP 20 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 Output measures/milestones: 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	31-Mar-2019	Adrian Webb
Latest Note:				
September 2018 New core website due to go live in the autumn, followed by a separate economic development site. Citizens Access project will be managed in the IT section. Initial meeting has been held with project manager and managers from other sections. Discussions underway with supplier to finalise installation timetable.				

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
18-CPDP 21 Planning Performance Agreements (PPAs) Delivery of a high quality Planning Service	Promotion of PPA's for all major development proposals Output measures/milestones: Number and value of PPA's	PPA's identify and fund additional resources associated with the application (net nil impact)	31-Mar-2019	Roger Harborough
Latest Note:				
September 2018 Four PPAs have now been agreed and several others are being progressed with interested developers.				

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