

# Corporate Plan Delivery Plan Actions by Commitment 2018-19

Updates received as of 23 November



## 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><b>18-CPDP 01 Day Centres</b></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><b>Output measures/milestones:</b>                      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:

#### November 2018

Cutler's Kitchen (Thaxted) is working well with the staff now being council employees.

Discussions continue with the management teams of the Garden Rooms Saffron Walden and Rowena Davey Centre in Great Dunmow

Arrangements continue to be in place to transport Takeley Day Centre users to Thaxted at no cost to users or the council. This arrangement continues to work 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 are continuing with Stansted Parish Council around licence renewal and the two councils are currently exploring the best model for future delivery of the service.

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
<b>18-CPDP 02</b> <b>Local Plan</b> 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 MHCLG and prepare for and participate in its examination in public <b>Output measures/milestones</b> June 2018 – Publish for Representations Jan 19 – Plan Submission Spring /Summer 2019 – Examination and hearings	Budget provision for FY2018-19 and budget proposals for 2019-20	31-Mar-2019	Roger Harborough

**Latest Note:**

**November 2018**

The Reg 19 Plan went out for a further public consultation in Oct – November on an Addendum of Focussed Changes. This further round of consultation generated submissions from around 100 residents, businesses and interested parties. Planning policy officers are assessing the representations and will be preparing the formal Reg.19 Submission in January to meet the 24 January deadline set by the new NPPF. This allows the plan to be considered against the original NPPF. Further work is also being undertaken on the Sustainability Appraisal (SA) to support the submission version of the Plan and there will be an opportunity for representations on this SA report in January to coincide with consultation on the updated Statement of Community Involvement.

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
<b>18-CPDP 03</b> <b>Promote Healthy Lifestyles</b> 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 <b>Output measures/milestones:</b> 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 funding	31-Mar-2019	Roger Harborough

**Latest Note:**

**November 2018**

Delivery plan in place and projects identified under each priority of the Health and Wellbeing Strategy

Active Uttlesford Network funding offered out to community groups within the district. 4 Groups have been successful with a further two applications received

ACE (Anglia Community Enterprise) 'My Weight Matters' 2<sup>nd</sup> project is running from the District Council offices and Dunmow hub. Volunteers have been 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 have signed up to the pledge and a six point action plan has been devised and in the process of being implemented

Continuing to work with Essex County Council to improve the council's Disabled Facilities Grant (DFG) allocation and range of measures that can support independent living. 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

An e-learning tool for befrienders to help volunteers identify areas where their clients require support or intervention around winter resilience is being developed by MIND

Increase in uptake of health improvement classes and the Inclusion Club run by the leisure centres

A trial winter resilience exercise, targeting low income 'cold' households has commenced in partnership with the CAB. The objective is to promote the councils discretionary housing assistance policy to improve living conditions for those in greatest need

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
<p><b>18-CPDP 04</b>  <b>Improve Community Safety</b>            Communities that feel safe and secure</p>	<p>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  <b>Output measures/milestones:</b>            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</p>	<p>Within existing budget (including funding for 2 PCSOs)            Match funding in approved budget for a further PCSO            Partner agencies</p>	<p>31-Mar-2019</p>	<p>Roger Harborough</p>

**Latest Note:**

**November 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 hub meetings are well attended where a multi-agency approach is given to low level crime and ASB issues. PCSO's have been working across the district resolving low level crime and asb issues. They have also conducted high visibility patrols to help alleviate the fear of crime in some of the more remote villages. Building on the work undertaken at Birchangar services the PCSO's are also involved in partnership operations alongside the community safety officer and the safeguarding officer to deliver key messages around human trafficking and CSE to hotels and food outlets around Stansted Airport

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

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. Funding application made to the OFPCC for the ANPR capability to be added to the CCTV in Stansted was successful and work is underway with the police to progress installation. This camera will give some coverage to the B1158 helping to identify offenders moving from one side of the district to another

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

'Drinks with Community links', the coffee shop engagement project, continue to be a success with partners

Safer streets initiative took place in Stansted Mountfitchet in November involving a number of partner agencies including British Transport Police, Essex Police and Keep Safe Essx. Some of the highlights from the initiative include door to door engagement with over thirty people which led to one Essex County Fire and Rescue hoarding/safeguarding referral being made. 'Drinks with Community Links' held at the Co-op where over thirty people were given crime prevention advice and a total of twelve motor offence tickets were issued.

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
<p><b>18-CPDP 05</b> <b>Reduce social isolation</b></p> <p>Communities that are strong, self-sufficient, resilient and supportive</p>	<p>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</p> <p><b>Output measures/milestones:</b> 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</p>	<p>Partnership project – funded through Essex CC</p>	<p>31-Mar-2019</p>	<p>Roger Harborough</p>
<p><b>Latest Note:</b></p>				
<p><b>November 2018</b></p> <p>Project work with the Young Foundation has been completed and a final methodology report has been produced. 11 local initiatives identified through this work continue to be supported and encouraged by the council and partners. Monies have been allocated by ECC and distributed to those projects as a community chest initiative</p> <p>Two villages, Ashdon and Great Chesterford, have come forward for support with community action zone work in their communities, this work is ongoing</p> <p>Community builder role in South Uttlesford funded by the CCG is working well. A network of community builders/engagement officers has been set up to facilitate the sharing of good practice and to ensure all agencies have a joined up approach to this work across the district. The LSP Annual Assembly heard that this was demonstrably reducing demand for primary health care in the locality.</p>				
Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
<p><b>18-CPDP 06</b> <b>Prevent homelessness</b></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><b>Output measures/milestones:</b> 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:**

**November 2018**

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'. The duty to refer has also now been implemented and there is a dedicated email address for other statutory and non-statutory agencies to refer their clients over where they think they are potentially homeless

Visited by MCHLG department advisor to review how the new legislation is being delivered in Uttlesford – they were complimentary about what they observed which included attending a homelessness partnership meeting. Due to increase in the workload of the housing options team a new member of staff is being recruited on a 2 year contract using grant funding from government

Homelessness Partnership meetings held quarterly to enable cross organisational homelessness prevention work to be carried out

The Essex Trailblazer project will end March 2019 and Districts currently working with ECC on the new floating support contract that ECC is currently procuring

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
<p><b>18-CPDP 07</b>  <b>Deliver affordable housing</b>                      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  <b>Output measures/milestones:</b>                      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:**

**November 2018**

The council's development programme is progressing well. 100 properties have now been delivered with the completion of Reynolds Court in September 2018. There are 37 other properties on site, including sites in Newport and Dunmow that will deliver 8 new build council properties. Feasibility work is continuing with further sites to be progressed

There has been a further delay in the delivery of Hatherley Court in Saffron Walden due to issues with the contractor and the design of the new plumbing system to the wet rooms. 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 January 2019

An options appraisal on Walden Place in Saffron Walden has been carried out. Report with proposals for a way forward will be taken to Cabinet in November 2018

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/March 2019 due to issues with the contractor. 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 completed in October 2018 with the first residents due to move in in November 2019

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

The Housing Association's programmes for delivering on Section 106 sites within the district are currently ahead of target for this year

Continuing to work with accounts business partner to ensure that right to buy receipts are spent in accordance with government agreement. This includes the purchase of 2 properties in Saffron Walden. Also looking for opportunities to use Section 106 affordable housing receipts in conjunction with HRA funding to maintain development programme and 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 next year

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
<p><b>18-CPDP 08</b> <b>Improve private sector housing conditions</b></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 &amp; Planning Act 2016 Review options for discretionary licensing of private rented homes, including Houses in Multiple Occupation</p> <p><b>Output measures/milestones:</b> 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>

**Latest Note:**

**November 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

Changes to the mandatory licensing definition for Houses in Multiple Occupation (HMOs) came into force on 1<sup>st</sup> October. The council has been raising awareness of the changes with landlords and letting agents in the district. New licence fees for Houses in Multiple Occupation has been adopted and proactive work to identify potentially licensable HMOs is proposed for 2019/20

The proposed policy outlining the civil penalties for Housing Act offences is due to be presented to Cabinet on 29<sup>th</sup> November. It is proposed that a civil penalty of £2,120.00 (licensing fee x2), plus costs will be applied for persons failing to apply for a HMO licence

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

<b>Programme / Project / Activity Title &amp; Code and Description</b>	<b>Outcomes</b>	<b>Resources</b>	<b>Due Date</b>	<b>Officer Responsible</b>
<p><b>18-CPDP 09 Walden Castle</b></p> <p>Castle opened up for public access and suitable events</p>	<p>Installation of electricity, lighting and security and establish an events programme.</p> <p><b>Output measures/milestones:</b>                      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>

**Latest Note:**

**November 2018**

Applied for scheduled ancient monument consent for flooring and lighting. Associated planning application due to be submitted at the end of November.

<b>Programme / Project / Activity Title &amp; Code and Description</b>	<b>Outcomes</b>	<b>Resources</b>	<b>Due Date</b>	<b>Officer Responsible</b>
<p><b>18-CPDP 10 Museum Development Lottery Bid</b></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</p> <p><b>Output measures/milestones:</b>                      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>

**Latest Note:**

**November 2018**

Arts Council England shortly to release timetable for mid-term reaccreditation process which is an important piece of work to ensure the museum's policies and procedures are up to date and effective. This in turn will be of help in a future lottery bid programme. Curator is re-opening dialogue with the HLF to establish best approach to grant applications following an HLF review.

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
<b>18-CPDP 11</b> <b>Article 4 Direction (A4D) for Local Heritage List (LHL)</b> Development related to locally listed properties across the district managed positively	Unsuitable minor alterations and other development that would adversely affect local heritage assets will be avoided. <b>Output measures/milestones:</b> Consultation on a Draft A4D order Final Article 4 Direction order confirmed	Within existing resources	31-Mar-2019	Roger Harborough

**Latest Note:**

**November 2018**

Progress with this initiative will be part of the objectives for the new conservation officer postholder in Q4

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
<b>18-CPDP 12</b> <b>Shop Front Design Guide and Management Plan</b> Good practice guidance to protect and enhance the character of town centres	Draft document to be compiled and ready for public consultation Finished document to go to Cabinet for approval and adopted formally. <b>Output measures/milestones:</b> 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 end 2019.	Within existing resources	31-Mar-2019	Roger Harborough

**Latest Note:**

**November 2018**

An initial draft has been prepared. Progress with this initiative will be part of the objectives for the conservation officer role in Q4



Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
<b>18-CPDP 13</b> <b>Reviews of Conservation Area Appraisals and Management Plans</b> Managed growth and development in Conservation Areas.	Continue with a rolling programme of resurveys of the existing 37 Conservation Areas <b>Output measures/milestones:</b> Draft Conservation Area Appraisal(s) to be prepared for public consultation. Final reports to go for publication, or cabinet approval, as appropriate.	Within existing resources	31-Mar-2019	Roger Harborough

**Latest Note:**

**November 2018**  
 Progress with this initiative will be part of the objectives for the conservation officer role in Q4

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
<b>18-CPDP 14</b> <b>Pride in Place</b> 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 <b>Output measures/milestones:</b> 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:**

**November 2018**  
 Joint licensing and enforcement exercises continue to be carried out with Essex Police and Transport for London at the Airport  
 Targeted enforcement action will be taken to reduce enviro-crime offences including the introduction of additional Fixed Penalty Notices  
 In support of the 'crime not to care' campaign, officers have successfully prosecuted an offender for duty of care offences  
 Officers are working with Town and Parish Councils to promote the Keep Britain Tidy campaign to reduce incidents of dog fouling. The campaign is based on 'We're Watching You' glow in the dark signs that will be located in fouling hotspots

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

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
<p><b>18-CPDP 15 Economic Development Strategy</b></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><b>Output measures/milestones:</b> 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>

**Latest Note:**

**November 2018**

Current focus of work is on the implementation of the Saffron Walden BID and collection of revenue. Progress is being made on car park ticket machine procurement and Christmas parking arrangements. Engagement on economic strategies for the garden communities is being progressed through the Business Breakfast and other events. Superfast Essex has advised the Council that the Gigaclear delivery of Phase 3 of superfast broadband in Uttlesford is approximately 6 months behind schedule with a completion date now of July 2020. The draft of the Essex-Herts Digital Innovation Zone (DIZ) “a local strategy to secure future prosperity and health” is now available and being circulated. Research into poor mobile communications in the area has been started. Working with Cambridge Clean Tech on development of local economic strategy for North Uttlesford GC. Participation in the Airport College Advisory Group is on-going.

**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><b>18-CPDP 16</b>  <b>Medium Term Financial Strategy (MTFS)</b></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</p> <p><b>Output measures/milestones:</b>            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>

**Latest Note:**

**November 2018**

2019/20 budget preparation continues along with an updated MTFS. Finance Settlement on 6 December 2018 which determines the level of funding available to the Council has been delayed by the Secretary of State until after the vote on Brexit

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
<p><b>18-CPDP 17</b>  <b>Chesterford Research Park</b></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</p> <p><b>Output measures/milestones:</b>            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>

**Latest Note:**

**November 2018**

Additional funding request for Building 60 to fully fit for 3 or 4 tenants has been considered and approved at Full Council on 4 December. Discussions continue with Asset Manager and retained agents about suitable next projects. Discussions to be held with ECC around possibility of rent guarantee for speculative builds

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
<b>18-CPDP 18</b> <b>Utlesford South Depot</b> 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 <b>Output measures/milestones:</b> 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:**

**November 2018**  
 New drawings have been drawn up with a view to the applicant submitting a revised planning application in Winter 2018/19

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
<b>18-CPDP 19</b> <b>Workforce Development</b> 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 <b>Output measures/milestones:</b> 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:**

**November 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.

Discussions held with other Essex local authorities about the benefits of a 21st Century Public Servant approach to workforce planning. This research, commissioned by Birmingham City Council, sets out the types of skills required in a modern local authority workplace and how what is needed by councils is changing and will continue to change. This research will be used to underpin the council's workforce strategy.

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
<b>18-CPDP 20 Citizens Access</b> Enhanced self-service for council customers	Develop a new website Installation of online access to Council Tax, Rents, Housing Benefits and Business Rates <b>Output measures/milestones:</b> 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:**

**November 2018**  
 Business website has now launched alongside the new core Uttlesford website. Work is about to commence on a jobs subsite which will explain the benefits of working for the council and living in this area as well as hosting all the vacancies at the council. Work on an intranet refresh will commence following that project. IT project officer continues discussions with Northgate re Citizens Access project for 2019. Cloud server migration is underway in preparation.

Programme / Project / Activity Title & Code and Description	Outcomes	Resources	Due Date	Officer Responsible
<b>18-CPDP 21 Planning Performance Agreements (PPAs)</b> Delivery of a high quality Planning Service	Promotion of Planning Performance Agreements (PPAs) for all major development proposals <b>Output measures/milestones:</b> 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:**

**November 2018**  
 Four PPAs are now in place and several others are being progressed with interested developers.

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