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## Chelmsford City Council Overview and Scrutiny Committee

**21 November 2022**

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### **Our Chelmsford Our Plan – Progress Report**

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Report by:  
Chief Executive

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#### **Officer Contacts:**

Louise Goodwin, Director of Connected Chelmsford [louise.goodwin@chelmsford.gov.uk](mailto:louise.goodwin@chelmsford.gov.uk)

David Green, Director of Sustainable Communities [david.green@chelmsford.gov.uk](mailto:david.green@chelmsford.gov.uk)

Keith Nicholson, Director of Public Places, [keith.nicholson@chelmsford.gov.uk](mailto:keith.nicholson@chelmsford.gov.uk)

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#### **Purpose**

This report indicates the progress made to date in implementing specific actions that support the delivery of the ambitions and priorities set out in 'Our Chelmsford Our Plan'.

#### **Recommendations**

Overview and Scrutiny Committee is requested to note the progress that the City Council has made in delivering the ambitions and priorities set out in 'Our Chelmsford Our Plan'.

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## 1. Introduction

- 1.1. 'Our Chelmsford Our Plan' was adopted by Cabinet on 22 January 2020 setting out the priorities and strategic direction for the City Council over the next few years, reflecting the ambition for Chelmsford [and surrounding areas] to be recognised as *'a sustainable, creative community at the heart of Essex, recognised as a leading regional centre and destination in the East of England'*
- 1.2. The actions included in 'Our Plan' are geared towards helping create a *'safer, greener, fairer and better-connected place, where people want to live, work, study and visit'* and are grouped into four priority areas or themes:

### Fairer and inclusive Chelmsford

**Promoting sustainable and environmentally responsible growth to stimulate a vibrant balanced economy, a fairer society and provide more housing of all types**

... bringing investment into Chelmsford, together with an increase in skills, jobs, and overall employment

... meeting the demand for new housing of all types and tenures, in particular homes to rent that local people can afford

... adopting an approach whereby growth and development also delivers a broad range of environmental benefits that are sustainable over time

### A safer and greener place

**Making Chelmsford a more attractive place, promoting Chelmsford's green credentials, ensuring communities are safe and creating a distinctive sense of place**

... protecting and enhancing wildlife, habitats, and landscapes in and around Chelmsford and connecting people with the built and natural environment

... providing attractive, high quality green areas and public places that are clean, safe and easily accessible for all

... managing in a sustainable way to help reduce energy consumption and waste and to help preserve natural resources

### Healthy, active and enjoyable lives

**Encouraging people to live well, promoting healthy, active lifestyles and reducing social isolation, making Chelmsford a more enjoyable place in which to live, work and play**

... stimulating vibrant local communities by connecting people and places through shared experiences that reflect the character of the area and a sense of place

... promoting physical and mental wellbeing

... providing access to sport, leisure and recreational activities that encourage healthy, active lifestyles

... enlivening and enriching people's lives through creative and cultural activities and events

## Connected Chelmsford

**Bringing people together, empowering local people and working in partnership to build community capacity, stronger communities and secure investment in the City**

... building strong relationships and engaging with local communities so that more can be achieved together  
 ... working with local people and organisations, the voluntary and 'third' sectors to build greater capacity and resilience and encourage effective stewardship by local communities  
 ... being persuasive with government and the private sector to lever-in investment and external funding support for the City

- 1.3. 'Our Chelmsford Our Plan' highlights the key activities, projects and workstreams that will help realise these ambitions and priorities, describing what success might look like and the expected outcomes that may be achieved.
- 1.4. Subsequent to 'Our Chelmsford Our Plan' being adopted, a detailed action plan to support the delivery of the Plan has been devised, which is the subject of this progress update.
- 1.5. The progress update for this Action Plan, included at **Appendix 1**, is an extract from the information held within the Council's Enterprise Resource Planning system ['Technology One'] and represents a 'snapshot' of the position on 30 September 2022.
- 1.6. Actions are grouped by priority theme and indicate whether the action is being actively worked on or is complete. The 'progress status' is also assessed as 'on-track', 'on-hold' or 'not yet due to start. Where progress has been limited to such an extent that it might impact on delivery these actions are flagged as 'needing attention', or as being in a 'critical' state.
- 1.7. Where an action features in another strategic plan, for example the 'Climate and Ecological Emergency Action Plan' or the 'Health and Wellbeing Action Plan' it is given a joint reference [for example OCOP A2.1/ CaEE 2a or OCOP H1.3/ HaW 5.1c] to ensure consistency and ease of reference. Progress can then be tracked from one source irrespective of which plan is being reviewed. As other strategic actions plans are finalised these can be similarly incorporated so that a single view of performance can be attained.

## 2. Progress to date

- 2.1. Overall, the Council has made significant progress in delivering the key activities and projects identified in the Action Plan, despite the very significant budgetary pressures that the Council continues to experience.
- 2.2. The Action Plan comprises 124 distinct actions fairly evenly spread across all four priority areas, but many inter-related. Of these 107 [86%] are assessed as being on track, three [2%] categorised as needing attention. Nine [7%] of

the actions are currently on-hold; mostly due to the availability of resources, with five [4%] not yet due to start. 30 [24%] of actions are now complete

- 2.3. The only actions considered to be ‘in need of attention’ at this point in time are:
  - OCOP F3.2 Concerned with improving navigation on the river Chelmer and a replacement structure to retain water in the city centre rivers
  - OCOP H3.1 Relating to the completion of the Chelmsford flood alleviation scheme
  - OCOP H4.1 Finding a suitable site for a new cemetery
- 2.4. A key priority in Our Chelmsford Our Plan is to ‘implement the growth priorities identified in the Local Plan to create new distinctive, sustainable and inclusive communities’. A number of the underpinning actions, such as adopting a new ‘Making Places’ Supplementary Planning Document and ‘Planning Obligations’ Supplementary Planning Document were completed in 2021.
- 2.5. Masterplans, embodying these principles, have now been approved for the major housing growth sites at West Chelmsford [Warren Farm] East Chelmsford [Sandon / Manor Farm], Broomfield and South Woodham Ferrers. The outstanding masterplan for Great Leighs is expected to be approved early in 2023.
- 2.6. A significant amount of work has been undertaken in respect of the long-term planning of the Northeast Chelmsford ‘Garden Community’, with a ‘development framework’ submitted for public consultation in May 2022. The development framework is likely to be considered for approval in late 2022 / early 2023.
- 2.7. Arrangements to deliver the key infrastructure improvements identified in the Action Plan are progressing, with funding secured for the Chelmsford North-East bypass, new rail station at Beaulieu Park and the bridge, access road and enabling works for Waterside being the most notable.
- 2.8. A comprehensive and inclusive housing strategy to increase the supply and improve the mix and tenure of affordable housing’ was agreed in March 2022 and is now being progressively implemented. This complements the Homelessness Strategy which was approved in early 2020. Most actions identified in the Homelessness Strategy have been put in place or completed. The Homelessness Strategy will be reviewed in 2023, with a view towards adopting a refreshed strategy in 2024.
- 2.9. ‘Our Chelmsford Our Plan’ reflects the ambitions and priorities set out in the Climate and Ecological Emergency declared by the Council in July 2019; the Council’s response to the Declaration being set out in an initial action plan agreed at Cabinet in January 2020. Progress on the delivery of this Plan was reviewed at the meeting of the Overview and Scrutiny Committee on 26 September 2022, when the approach and strategy for ‘decarbonising’ the

Council's operations and activities, so that the target for a net-zero carbon position by 2030 can be achieved, was also considered.

- 2.10. Measures to 'improve the green infrastructure of Chelmsford, protecting and expanding natural habitats and increasing biodiversity' are on track, although generally these are medium-term propositions. Part of Admirals Park was declared a local nature reserve in July 2021 followed by Frankland Fields [South Woodham Ferrers] in April 2022.
- 2.11. A 'Plan for Improving the Rivers and Waterways in and around Chelmsford' was endorsed at the Chelmsford Policy Board on the 14 July 2022. The Plan sets out options and opportunities to improve the appearance, attractiveness and recreational use of the rivers and waterways in and around Chelmsford and to promote schemes and activities that enhance their habitat, ecological and biodiversity value.
- 2.12. 'Our Chelmsford Our Plan' includes a commitment to a phased programme of public realm enhancements throughout the City Centre. The reconfiguration of and environmental improvements to Tindall Square and the northern section of the High Street are now nearing completion.
- 2.13. Finding a site for a new cemetery in becoming a more urgent a priority as none of the options considered to date have proved suitable. This action is highlighted as needing more attention with the search criteria being expanded accordingly.
- 2.14. A number of the actions in respect of 'upgrading sports, culture and leisure facilities to improve access and increase opportunities for participation' are in the planning stage, most notably at Chelmsford Sports and Athletics Centre and Dovedale Sports Centre. Proposals identified in the Sports and Playing Field Development Plan have been incorporated into supplementary planning documents at policy level and appropriate provision included in the agreed site masterplans.
- 2.15. The Health and Wellbeing Strategy and accompanying Action Plan has highlighted the priorities and provided the focus for a range of initiatives and activities to help maintain and improve the physical and mental wellbeing of Chelmsford residents. Strong links have been forged with the NHS and primary care networks to complement those already in place with Active Chelmsford / Essex and the 'Livewell Alliance. These are perhaps the most inter-related and interdependent actions in the Plan featuring across all areas of the Council's work. Most of this work is ongoing in nature.
- 2.16. The City Council continues to work with Visit Essex to promote Chelmsford and increase the number of visitors attracted to Chelmsford venues. This has included an updated website, with more content focused on Chelmsford.
- 2.17. The Tech Ambassadors Network, involving key technology businesses based in and around Chelmsford, continues to flourish and, in collaboration with the

North Essex Economic Board, is positioning Chelmsford as a regional technology hub to encourage further investment in this sector.

### 3. Conclusion

3.1. Despite the continued financial and operational challenges that the City Council is experiencing substantial progress has been made in delivering a wide range of 'Our Chelmsford Our Plan' actions.

3.2. The Overview and Scrutiny Committee is invited to review the progress made to date.

#### List of appendices:

- Appendix 1: Our Chelmsford Our Plan – Progress Update

#### Background papers:

- Our Chelmsford Our Plan (January 2020)

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#### Corporate Implications

##### Legal/Constitutional:

This report to Overview and Scrutiny Committee enables the Committee to fulfil its function per section 3.2.3(e) of the Constitution 'to monitor the performance of the Council's services'

##### Financial:

This report focuses on non-financial performance of the Council, the financial implications of individual initiatives are considered elsewhere, for example in the revenue and capital budget monitoring reports

##### Potential impact on climate change and the environment:

'Our Chelmsford Our Plan' shares a number of actions with the Climate and Ecological Emergency Action Plan, which focus specifically on climate change, the environment and achieving a net zero carbon position for the Council's activities by 2030

##### Contribution toward achieving a net zero carbon position by 2030:

As above

##### Personnel:

There are no specific human resource implications associated with this report

##### Risk Management:

There are no specific risk management implications associated with this report

### Equality and Diversity:

This report summarises the progress of individual Council initiatives. Equality and diversity are considered in respect of those initiative and an equalities impact assessment carried out for them as necessary

### Health and Safety:

There are no specific health and safety implications associated with this report. The Council considers the health, safety and wellbeing of staff and residents routinely in all aspects of service delivery

### Digital:

'Our Chelmsford Our Plan' reporting is extracted from the 'TechOne' enterprise resource planning system, which is a key digital platform for the Council

### Other:

None

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### Consultees:

Directors and Service Managers across all Council services

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Action Ref.	Action	Director (SOA)	Service Manager (RO)	Active or Complete	Progress Status	Progress Summary	Actual Start Date	Estimated Due Date	Completed Date
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## Fairer and inclusive Chelmsford

### OCOP A Implement the growth priorities identified in the Local Plan to create new distinctive, sustainable and inclusive communities

OCOP A1/ HaW 3.1 Prepare supplementary planning guidance to support the delivery of sustainable forms of development that meet the needs of all our communities, in line with relevant Local Plan policies										
OCOP A1.1	Adopt a new Planning Obligations Supplementary Planning Document [SPD] to ensure an appropriate amount and mix of affordable housing, specialised residential accommodation and self-build or custom-built homes	David Green	Jeremy Potter	Complete	✔	On Track	The Planning Obligations Supplementary Planning Document (SPD) was published for public consultation between 15 October and 12 November 2020. The consultation received 84 representations from 22 different individuals/ organisations. Chelmsford Policy Board on 14 January 2021 approved a number of changes to the draft SPD in response to the consultation responses and recommended that the amended SPD be adopted by Cabinet on 26 January 2021. Specific requirements of developments are contained within the new Local Plan policies and detailed implementation guidance is contained in the SPD. The SPD states that all new housing development should seek to plant three trees per net new dwelling. The Planning Obligations SPD was adopted by Cabinet on 26 January 2021.	01/04/2018	26/01/2021	26/01/2021
OCOP A1.2	Update the 'Making Places' Supplementary Planning Document to provide further guidance re: on-site renewable energy measures and for all new dwellings to incorporate sustainable design features to reduce CO2/NO2 emissions and water/energy use	David Green	Jeremy Potter	Complete	✔	On Track	The Making Places Supplementary Planning Document (SPD) was published for public consultation between 15 October and 12 November 2020. The consultation received 63 representations from 26 different individuals/ organisations. Chelmsford Policy Board on 14 January 2021 approved a number of changes to the draft SPD. The Making Places SPD was adopted by Cabinet on 26 January 2021.	01/04/2018	26/01/2021	26/01/2021
OCOP A2/ CaEE 2 Promote on-site renewable energy measures in new development and require sustainable design for all new dwellings, including a low carbon infrastructure in strategic growth areas										
OCOP A2.1/ CaEE 2b	Explore options to incentivise developers to achieve as close to zero-carbon homes as possible and / or to implement a carbon offset tariff for new developments	David Green	Jeremy Potter	Active	✔	On Track	The City Council has established a Greener Chelmsford Grants scheme as part of the wider Community Funding Scheme. £100,000 has been allocated to the scheme, which was launched in September 2021. To date 6 projects have been supported. Full details on the scheme are available at <a href="http://www.chelmsford.gov.uk/communities/community-funding-scheme">www.chelmsford.gov.uk/communities/community-funding-scheme</a> . The Council is also working with Homes England and Countryside Properties to bring forward a zero-carbon demonstrator site as part of a future development zone at the Beaulieu development, a reserved matters planning application has been submitted.	01/03/2020	01/01/2023	



Action Ref.	Action	Director (SOA)	Service Manager (RO)	Active or Complete	Progress Status	Progress Summary	Actual Start Date	Estimated Due Date	Completed Date
<b>OCOP A3 Within five years from its adoption, undertake a review of the Local Plan and periodically review and update as necessary the supporting Infrastructure Delivery Plan</b>									
OCOP A3.1	Ensure that the Local Plan is kept up to date and relevant and is reviewed within five years of its adoption	David Green	Jeremy Potter	Active	✔ On Track	The timetable for the Local Plan Review contained within the Local Development Scheme (LDS) was approved by Cabinet in November 2021. The first public consultation on review of the Local Plan has commenced and will conclude in October 2022. The Preferred Options stage of consultation is planned for Summer 2023. Funding will be made available in future budgets to support the review of Local Plan and on-going monitoring requirements. The review may be influenced by national planning reforms and Local Government Reorganisation so timing may need to be adjusted accordingly. However, as part of normal business activities, the Infrastructure Delivery Plan is to be kept up to date and an update of five-year housing land supply is undertaken and published annually with an April base date.	01/05/2021	27/05/2025	
<b>OCOP A4 Reuse derelict and brownfield sites in the Chelmer Waterside area to create a new urban neighbourhood of potentially 1,000 new homes, benefitting from its waterfront setting and sustainable connections to the City Centre</b>									
OCOP A4.1	Ensure grant monies from Housing Infrastructure Fund are released to pay for decontamination of land, relocation of high-pressure gas main and improved access, allowing housing provision on the gas-works site to be increased from 50 to 450 new homes	David Green	Stuart Graham	Active	✔ On Track	The City Council is working in collaboration with Homes England to secure a number of infrastructure improvements. The immediate priorities are a new access road and bridge, together with relocation of the high pressure gas main and Gas Pressure Reduction System. Homes England has increased their overall funding contribution to £13.7m. Planning permission for the new bridge was granted on 22 June 2021 and the Council is now in contract to take forward the detailed design and technical approvals for the bridge. Planning permission for the relocation of the GPRS and gas mains was granted in May 2022 and works are scheduled to start in Autumn 2022. Homes England are funding Programme Management support for 2022/23 and based on the current programme the full grant of £13.7m will be drawn down from Homes England by the deadline of March 2023.	01/04/2020	31/03/2023	
<b>OCOP A5 Promote development of a new Garden Community in North East Chelmsford over the next 5-25 years, to deliver new housing, employment opportunities, sustainable transport, high quality green space and easily accessible community and recreational facilities</b>									
OCOP A5.1	Secure seed funding from the Government's Garden Communities Programme to help initiate the North East Chelmsford development	David Green	Jeremy Potter	Active	✔ On Track	Garden Communities grant funding of £150,000 secured for 2019/20 and £250,000 for 2020/21. A further £164,000 capacity grant funding and £290,500 capital funding has been secured in 2021/22. Discussions have taken place with Homes England to change Chelmsford Garden Community from the Garden Village to the Garden Town programme. However, the feedback to date is that this opportunity is not available at the moment, but will be kept under review.	01/04/2020	31/03/2023	
OCOP A5.2	Put in place a masterplan to guide the North East Chelmsford development, adopting Garden Community principles healthy placemaking, based on series of 'village centres' set within living landscapes	David Green	Jeremy Potter	Active	✔ On Track	The developer consortium has rescheduling completion of their land agreement which has affected progress to a degree. A revised Planning Performance Agreement is being negotiated. A Garden Community Delivery Board and Community Liaison Group has been formed. A series of stakeholder and community workshops commenced in May 2021. A Development Framework Document (masterplan) was submitted for public consultation in May 2022. The Development Framework Document is now due to be considered for approval by the City Council in late 2022.		31/01/2023	

Action Ref.	Action	Director (SOA)	Service Manager (RO)	Active or Complete	Progress Status	Progress Summary	Actual Start Date	Estimated Due Date	Completed Date
OCOP A5.3	Submit a bid to the Housing Infrastructure Fund for grant funding to enable the delivery of the North East By-Pass and new station at Beaulieu Park	David Green	Stuart Graham	Complete	✔ On Track	The bid was successful with £218m awarded from the Housing Infrastructure Fund in August 2019. Essex County Council reached final agreement with Homes England on terms and conditions in March 2021 and is now in contract for the funding. Action now completed.		17/08/2019	17/08/2019
OCOP A6 Promote an urban extension of South Woodham Ferrers, to deliver new housing and employment opportunities									
OCOP A6.1	Put in place a masterplan to guide development at South Woodham Ferrers	David Green	Jeremy Potter	Complete	✔ On Track	Planning Performance Agreement in place. Masterplan approved by Cabinet on 2 March 2021.	01/04/2020	02/03/2021	02/03/2021
OCOP A7 Promote development in East Chelmsford [Sandon] to provide 400 new homes, 5,000 sqm of employment space, a new river valley 'park' and improved access and infrastructure to Sandford Mill									
OCOP A7.1	Put a masterplan in place to guide development in East Chelmsford [Sandon]	David Green	Jeremy Potter	Complete	✔ On Track	Following public and stakeholder consultation, the final masterplan for Site 3a (Manor Farm) was approved by Cabinet in November 2021 and the final masterplan for Sites 3b, c and d were approved by Cabinet in June 2021.	01/04/2020	16/11/2021	16/11/2021
OCOP A8 Promote development in West Chelmsford [Warren Farm] to deliver new housing, a new primary school and new community, leisure and recreation facilities									
OCOP A8.1	Put a masterplan in place to guide development in West Chelmsford [Warren Farm]	David Green	Jeremy Potter	Complete	✔ On Track	Planning Performance Agreement signed. Masterplan approved by Cabinet in January 2021.	01/04/2020	26/01/2021	26/01/2021
OCOP A9 Promote development at Broomfield to deliver new housing, a new primary school, healthcare services, neighbourhood centre, and community leisure and recreation facilities									
OCOP A9.1	Put a masterplan in place to guide development at Broomfield	David Green	Jeremy Potter	Complete	✔ On Track	Planning Performance Agreement signed. Masterplan approved by Cabinet in September 2021.	01/04/2020	08/09/2021	08/09/2021
OCOP A10 Promote development at Great Leighs to deliver new housing, including new specialist residential homes for older persons, a new primary school, neighbourhood centre, and community leisure and recreation facilities									
OCOP A10.1	Put in place a masterplan to guide development at Great Leighs	David Green	Jeremy Potter	Active	✔ On Track	Planning Performance Agreement signed. Draft masterplan subject to consultation in Summer/Autumn of 2022. Final masterplan anticipated for consideration for approval in late 2022 or early 2023.	01/04/2021	31/03/2023	
OCOP A11 Use Chelmsford City Council land and property assets to drive and to assist the delivery of the Local Plan objectives and promote sustainable housing and economic growth									
OCOP A11.1	Devise a new Land and Property Asset Strategy to maximise the use of City Council assets to help meet the ambitions of the Council, including bringing sites forward for development and the delivery of affordable homes.	Keith Nicholson	Joe Reidy	Active	✔ On Track	Progress has been made with proposals for the development of several sites for the delivery of affordable homes. Planning applications will be submitted later this year with the intention to commence delivery of these units during 2023.	01/07/2021	31/03/2025	
OCOP A11.2	Identify further land acquisitions to support and raise finance to aid the delivery of priority schemes and initiatives	Keith Nicholson	Joe Reidy	Active	✔ On Track	The new planning legislation around First Homes has hampered this project as land owners are considering how the changes affect their holdings. However discussions with registered providers and land owners identified from the initial review of sites promoted for the Local Plan Strategic Housing and Economic Land Availability Assessment (SHELAA) continue, which should result in land being secured for this aim. Ongoing.	01/07/2021	31/03/2024	

Action Ref.	Action	Director (SOA)	Service Manager (RO)	Active or Complete	Progress Status	Progress Summary	Actual Start Date	Estimated Due Date	Completed Date
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### OCOP B Develop and implement a new strategic approach to improve the supply and accessibility of affordable homes

OCOP B1/ HaW 3.6 Prepare a comprehensive and inclusive housing strategy that will provide deliverable solutions to increase the supply and improve the mix of type and tenure of affordable housing										
OCOP B1.1	Develop a new housing strategy to provide a clearer understanding of local housing needs and priorities and ensure resources available to housing delivery partners are better coordinated and effectively targeted to meet those needs	David Green	Paul Gayler	Complete	✔	On Track	Housing Strategy for 2022-2027 was adopted in March 2022 and actions are being progressed with priority being to improve the supply of larger, affordable homes to meet the needs of families who are homeless / overcrowded, this will also improve the overall supply / churn from existing stock (completed and ongoing)	01/08/2020	31/12/2021	31/03/2022
OCOP B1.2/ HaW 3.6b	Explore opportunities to deliver additional housing, particularly with affordable rents, through joint ventures and partnerships	David Green	Paul Gayler	Active	✔	On Track	Number of opportunities now underway including extension of the hostel for single homeless, grant programme for improvement of existing stock and programme of community led development as well as number of council-owned sites. Ongoing throughout the duration of the current 5-year Housing Strategy to 2027.	01/08/2020	31/03/2027	
OCOP B2/ HaW 3.7 Put in place a refreshed strategy and action plan to tackle homelessness and to try to eliminate rough sleeping in the area										
OCOP B2.1/ HaW 3.7a	Develop a new homelessness strategy and action plan which sets out a proactive approach to preventing homelessness and review it annually	David Green	Paul Gayler	Active	✔	On Track	Review of strategy planned for spring / summer 2022 but delayed due to other demands on service. Funding for rough sleeper services now secured for 3 years to 2025, levels of rough sleeping currently stabilised, accommodation still being increased in 2022/23 and new outreach service providing support to those with poor mental health now in place from 2022 to 2024.	01/04/2020	31/12/2024	

### OCOP C Work with the highway authority and other transport providers to improve movement around the city and promote more sustainable travel options

OCOP C1 Work with Essex County Council, National Rail and other key stakeholders to deliver Beaulieu Station and the Chelmsford North-East Bypass										
OCOP C1.1	Work in partnership to deliver the new station at Beaulieu and the Chelmsford North-East bypass	David Green	Stuart Graham	Active	✔	On Track	External funding secured through the Housing Infrastructure Fund (HIF) for the Station is now in place and Homes England and Essex County Council are in contract to use the funding for this purpose, supported by the additional funding from (£12m) secured from the South East Local Enterprise Partnership (SELEP) and the Beaulieu S106 agreement (£22m). Detailed design is progressing and construction is scheduled to start in early 2023 with completion programmed by the end of December 2025. Planning permission for the Bypass was granted earlier in 2022, with construction due to begin in 2023 with completion due in 25/26.	01/04/2020	31/12/2025	

Action Ref.	Action	Director (SOA)	Service Manager (RO)	Active or Complete	Progress Status	Progress Summary	Actual Start Date	Estimated Due Date	Completed Date
<b>OCOP C2 Work with Essex County Council and Highways England to deliver improvements to the Army and Navy junction in order to help alleviate congestion in the City</b>									
OCOP C2.1	Contribute to the development of a plan and detailed highway engineering solution for Army and Navy junction and the accompanying funding bid to be submitted to Government	David Green	Stuart Graham	Active	✔ On Track	This project is being progressed through the Army & Navy Taskforce, which is managed by Essex County Council, but where Chelmsford City Council has representation. The junction improvements are being considered as part of a wider Sustainable Transport Package, and in terms of the junction the 'hamburger' style roundabout option has been selected. The wider package includes cycling and walking improvements at the junction and improvements to both park and ride sites. The business case to the DfT will be submitted Autumn 2022 with works scheduled to begin early 2025. The City Council has allocated £4m as part of the local contribution required to assist in securing the DfT funding.	01/04/2020	01/04/2026	
<b>OCOP C3/ CaEE 3 Work with Essex County Council to improve movement around the City, including improvements to the cycling and walking infrastructure, to reduce traffic congestion and journey times and encourage more sustainable travel choices</b>									
OCOP C3.1/ CaEE 3a	Support Essex County Council in delivering improvements to the cycling and walking infrastructure as part of the Chelmsford City Growth Package	David Green	Jeremy Potter	Active	✔ On Track	The Chelmsford City Growth Programme is largely complete except for three elements within the city centre and at Broomfield. This includes (a) work around Broomfield Hospital and the final section from St Marys Church to Goulton Road. These are underway and will be complete by the end of 2022. (b) The Market Road two way cycle route is open but some upgrade works are needed to the pedestrian signals. (c) The Tindal Square section will open in late 2022 as this is dependent on the wider public realm scheme around Shire Hall.	01/11/2017	31/12/2022	
OCOP C3.2/ CaEE 3b	Develop a cohesive car park strategy that matches provision to future demand and includes measures that will encourage people to use more sustainable transport options	David Green	Jeremy Potter	Active	● On Hold	Development of a Sustainable Transport and Car Parking Strategy and the work of the Improving Movement Around the City Working Group, established by the Policy Board, has been paused due to uncertainties and changing travel patterns, in particular bus travel, due to the impact of the Covid-19 pandemic. However, a number of initiatives are being taken forward including the e-scooter trial, City Growth Package and the Army & Navy Sustainable Transport Package which includes improvements to park & ride facilities. Further opportunities to improve movement around the City will be considered during the review of the Chelmsford Local Plan.	01/06/2020	TBC	
OCOP C3.3/ CaEE 3c	Work with Essex County Council to develop a business case to justify a further Park and Ride site as part of an integrated approach to public transport planning and parking provision	David Green	Michael Adewole	Active	● On Hold	The business case for a third park and ride site will be influenced by assumptions about post-Covid travel patterns and parking requirements. It is not considered appropriate to devote resources to this without having a clearer idea of future needs. The Council will focus on immediate needs in the first instance – cycle and footways (and possibly scooter parking) etc rather than long stay parking provision. Essex County Council are focusing on expansion for the two existing sites and more site feasibility work is being undertaken as part of the Army and Navy Sustainable Transport Package.	01/07/2020	TBC	
OCOP C3.4/ CaEE 3d	Ensure a comprehensive network of readily accessible rapid electric charging points is in place, in location of high demand and in close proximity to the strategic road network	David Green	Michael Adewole	Active	✔ On Track	City Council Parking Services have installed electric vehicle charging points in Moulsham Street, Meadows Surface, Baddow Road and Fairfield Road car parks, with more sites being explored. This off-street provision will be complemented by Essex County Council's ongoing programme, as highway authority, for increasing the number of on-street charging points.	01/02/2020	31/03/2024	

Action Ref.	Action	Director (SOA)	Service Manager (RO)	Active or Complete	Progress Status	Progress Summary	Actual Start Date	Estimated Due Date	Completed Date
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## A safer and greener place

### OCOP D Develop a new environment plan, promoting a sustainable approach to growth, development and everyday living and a low carbon future

OCOP D1 Develop a new environment action plan to address the 'climate and ecological emergency' declared by the Council and help promote the 'green and sustainable' agenda in Chelmsford										
OCOP D1.1	Develop an action plan which is designed to achieve the target for the Council to be net-zero carbon by 2030	Keith Nicholson	Keith Nicholson	Complete	✔	On Track	An initial action plan to support the delivery of some of the ambitions highlighted in the Climate and Ecological emergency declaration was agreed at Cabinet on 28 January 2020. This included establishing a carbon baseline assessment for the Council's activities. Progress on the delivery of this plan was last reported to the Overview and Scrutiny Committee on 26 September 2022.	16/06/2019	28/01/2021	28/01/2021
OCOP D2/ CaEE 11 Establish a 'green investment fund' to support the Council's environment plan										
OCOP D2.1/ CAEE 11A	Create a new 'zero carbon communities' grant scheme where local communities can bid for funding for initiatives that will help them lower carbon emissions in their area	Louise Goodwin	Alison Chessell	Complete	✔	On Track	Proposals for establishing a Carbon Zero fund was approved by Cabinet in June 2021. The 'Greener Chelmsford Grants' scheme was launched in August 2021.	01/11/2020	30/04/2021	31/08/2021
OCOP D3/ CaEE 14 Create opportunities for people, organisations and businesses to get involved, to influence and inspire innovation and cooperation in response to the key challenges identified in the Local Climate and Ecological Emergency										
OCOP D3.1/ CaEE 14a	Create a 'Chelmsford Climate Change Partnership' or similar affiliation of interests to engage with partners, other agencies and the wider community to agree an approach and develop plans to meet the target for Chelmsford to be net zero-carbon by 2030	Keith Nicholson	Tim Eaton Fearn	Complete	✔	On Track	Given the various 'climate partnerships' that have now been established, the opportunity has been taken to change the approach to this action, which is now to support and facilitate partner organisations and events, such as The Manifesto for Essex, Essex Book Festival, Gridserve, etc. This has proved very successful with the Love Your Chelmsford programme providing some coordination, facilitation and promotion of these type of events - for example, the "Green Week" led by Chelmsford-for-You which represents over 500 businesses in Chelmsford.	01/01/2021	01/07/2022	01/07/2022
OCOP D3.2/ CAEE 14B	Adapt the 'Love Your Chelmsford' programme as the primary vehicle for engaging and fostering community activity aligned to the Climate and Ecological Emergency Declaration	Keith Nicholson	Tim Eaton Fearn	Complete	✔	On Track	A refreshed 'Love Your Chelmsford' (LYC) programme, designed to encourage and facilitate community and business engagement in 'green living', was put in place focusing on seven key themes: reusing and renewing - reducing and recycling waste - green cleaning - eating green - greener energy - greener travel - sustainable fashion and clothing. The volunteer and community litter picking loan scheme has been relaunched very successfully. Social media and LYC website stats continue to grow. The LYC website undergoes further reviews following feedback from users. Since Covid restrictions further relaxed, volunteering requests have significantly improved and are now at more that pre-Covid levels.	01/06/2020	31/03/2022	31/03/2022

Action Ref.	Action	Director (SOA)	Service Manager (RO)	Active or Complete	Progress Status	Progress Summary	Actual Start Date	Estimated Due Date	Completed Date
OCOP D3.3/ CaEE 14c	Develop a website and social media presence for people and organisations wishing to 'connect' with the Climate and Ecological Emergency, the wider 'green agenda' and as a means to promote participation in the 'Love Your Chelmsford' programme	Keith Nicholson	Tim Eaton Fearne	Complete	✔ On Track	The new, dedicated 'Love Your Chelmsford' (LYC) website launched in September 2020 providing a point of reference for 'all things green' in Chelmsford focusing on the Council's priorities to create a safer and greener place, protecting and enhancing wildlife, habitats and landscapes, providing attractive, high quality, accessible green spaces and lowering energy consumption, reducing waste and preserving natural resources. The website was widely promoted via social media and other communication channels and began to build a strong user base. In August 2021 a further review and update of the LYC website was completed in response to feedback from users. Content remains topical and current. Social media sites are very popular and levels of interest and use continue to rise.	01/01/2020	04/09/2020	14/09/2020

### OCOP E Implement measures to improve the green infrastructure of Chelmsford and increase biodiversity

OCOP E1/ CaEE 6 Undertake a greening programme to significantly increase the amount of woodland and the proportion of tree cover in Chelmsford									
OCOP E1.1/ CaEE 6a	Put in place a sustained medium-term mass tree planting and woodland creation programme resulting in the planting of at least 148,000 additional trees / create 71 hectares of woodland to achieve tree cover of at least 20% in the Chelmsford area by 2030	Keith Nicholson	Paul Van Damme	Active	✔ On Track	Programme ongoing. At 31 March 2022 [end of the most recent planting season], 47,406 new trees had been planted.	01/11/2019	31/03/2030	
OCOP E1.2/ CaEE 6b	Encourage local people and communities to take greater responsibility for greening their area / environment, including planting trees in their gardens	Keith Nicholson	Paul Van Damme	Active	● Not Due To Start	From 2023 onwards, initiatives / scheme will be introduced as part of the 10 year mass tree planting and woodland creation greening programme that provide tree stock to residents suitable for planting in gardens of different sizes.	01/11/2023	31/03/2030	
OCOP E1.3/ CaEE 6c	Adopt the 'Woodland Carbon Code' to validate the carbon sequestration value for mass tree planting and woodland creation projects	Keith Nicholson	Paul Van Damme	Complete	● On Hold	Following further evaluation of the Woodland Carbon Code and the potential to use it for validating carbon offsetting decided not to adopt [much more work needs to be done nationally before it would be worth adopting locally]	01/04/2020	31/03/2023	31/03/2022
OCOP E1.4/ CaEE 6d	Explore opportunities to participate in the Eastern Claylands project promoted by the Woodland Trust designed to help create a more resilient landscape that can absorb and recover from natural and human pressures and adapt to future change	Keith Nicholson	Paul Van Damme	Complete	● On Hold	Following further investigation, the Eastern Claylands initiative appears to be better suited to farmers and private landowners and is generally focused on Suffolk and northern parts of Essex, rather than mid Essex. As an alternative the City Council is an active participant and contributor in the 'Essex Forest Partnership', alongside other Essex districts, Essex County Council and the Woodland Trust. Chelmsford's contribution has now been incorporated into the mass tree planting woodland creation programme, on an ongoing basis.	01/01/2020	31/03/2030	31/03/2022

Action Ref.	Action	Director (SOA)	Service Manager (RO)	Active or Complete	Progress Status	Progress Summary	Actual Start Date	Estimated Due Date	Completed Date
OCOP E2/ CaEE 7 Implement further measures to improve the 'green infrastructure' of Chelmsford, protecting and expanding natural habitats and increasing bio-diversity									
OCOP E2.1/ CaEE 7a	Establish a continuous, fully connected green wedge through the Chelmer River Valley [north]	David Green	Jeremy Potter	Active	✔ On Track	<p>Policy framework is within the adopted Chelmsford Local Plan 2013-2036. Specific enhancements will be identified in the emerging North East Chelmsford Garden Community site masterplan and planning applications. Improving connectivity within and through the green wedge will be undertaken alongside work on the North East Chelmsford Garden Community project which is expected to commence in 2022/23, as well as through the emerging Broomfield Neighbourhood Plan. A localised action plan is being prepared, co-ordinated by the Waterways Working Group to facilitate improvements to the southern sections of this green wedge. The Plan for Improving the Rivers and Waterways in and around Chelmsford was endorsed at the City Council's Policy Board on the 14th July 2022.</p> <p>The Plan sets out options and opportunities to improve the appearance, attractiveness and recreational use of the rivers and waterways in and around Chelmsford and to promote schemes and activities that enhance their habitat, ecological and biodiversity value. The connectivity of the river valleys to provide cycleway and footpath links through the river valleys and beyond is an integral part of the plan.</p>	01/05/2020	31/12/2036	
OCOP E2.2/ CaEE 7b	Establish a new Chelmer River Valley green wedge to the east of the city centre	Keith Nicholson	Paul Van Damme	Active	✔ On Track	<p>Establishing the 'country park' associated with the East Chelmsford growth area (Manor Farm, Sandon) is fundamental to realising a fully connected green wedge to the east of the City Centre. Requirements have been incorporated into the master planning for the growth site, the master plan having been agreed at Cabinet on 16 November 2021. A number of other initiatives that will complement the 'country park', when established, is currently being prepared and co-ordinated by the Waterways Working Group. This will ensure a comprehensive and joined-up plan is in place that will be realised over the next 8-10 years.</p>	01/07/2020	30/03/2026	
OCOP E2.3/ CaEE 7c	Create a new natural open space and country park as part of the North East Chelmsford growth area	David Green	Jeremy Potter	Active	✔ On Track	<p>Policy framework is within the adopted Chelmsford Local Plan 2013-2036. A specific requirement will be identified in the emerging site masterplan which was subject to consultation in the summer of 2022 and planning applications for the development are expected late 2022/early 2023. Updated proposals provide a focus for a new Nature Park which still is expected to be started towards the latter stages of the development.</p>	01/05/2020	31/12/2036	
OCOP E2.4/ CaEE 7d	Refresh the Bio-Diversity Action Plan for Chelmsford to improve the habitat value of green spaces and promote greater bio-diversity across the area, adopting 'Making Space for Nature' principles [DEFRA 2010]	Keith Nicholson	Paul Van Damme	Active	✔ On Track	<p>It is proposed to develop a Chelmsford Nature Recovery Strategy (NRS) rather than refresh the biodiversity action plan. A NRS is intended to help enhance sites designated for nature conservation and other wildlife-rich places, including newly created and restored wildlife-rich habitats, corridors and steppingstones to help wildlife populations to grow and move. The use of Local Nature Recovery Strategies and the creation of effective delivery partnerships are now set out in the Environment Act 2021. Essex County Council will be the lead authority now for the development of nature recovery strategies. In April 2022 the City Council has implemented a new policy for 'creating and managing species-rich grassland'. This involved changes to maintenance regimes across the whole of the City Council area, placing much greater emphasis on increasing the biodiversity of grassland areas rather than being more frequently close mown.</p>	01/05/2021	31/03/2030	

Action Ref.	Action	Director (SOA)	Service Manager (RO)	Active or Complete	Progress Status	Progress Summary	Actual Start Date	Estimated Due Date	Completed Date
OCOP E2.5/ CaEE 7e	Work with Essex Wildlife Trust, statutory bodies, landowners and community organisations to formulate and implement 'Living Landscape' plans across the Chelmsford area to create bigger, better connected and sensitively managed habitats and natural spaces	Keith Nicholson	Paul Van Damme	Complete	●	On Hold This action also will be assimilated into the proposed Chelmsford Nature Recovery Strategy, the focus being to improve the landscape's resilience to climate change, providing natural solutions to reduce carbon and manage flood risk, as well as sustaining vital ecosystems such as improved soil, clean water and clean air.	01/05/2022	31/03/2032	31/03/2022

**OCOP F Improve the environmental quality, attractiveness and recreational potential of public spaces, rivers and waterways**

OCOP F1 Complete the City Centre public realm enhancement programme to further improve the quality of the environment and encourage external investment so that the City fulfils its economic potential as a leading commercial, retail, leisure destination										
OCOP F1.1	Implement the enhancement scheme in Tindall Square and the northern section of High Street, pedestrianising the Square, creating a safe cycleway link and improving the setting and accessibility of Shire Hall	David Green	Stuart Graham	Active	✔	On Track	The detailed design for the enhancement scheme was completed in Summer 2021 and subject to tender thereafter. A decision to proceed with the scheme was taken by Cabinet on 12 October 2021. Construction works commenced in January 2022 with completion due in December 2022.	01/04/2020	31/12/2022	
OCOP F1.2	Implement the Market Square refurbishment scheme to make the area more attractive, with better seating and to accommodate additional street trading activities	David Green	Stuart Graham	Active	✔	On Track	Feasibility study scope prepared and in procurement.	01/03/2022	01/03/2023	
OCOP F1.3	Implement the public realm enhancement scheme from Half Moon Square to Stone Bridge	David Green	Stuart Graham	Active	●	Not Due To Start	Medium-term project. Funding not yet identified. Will be considered as part of a refreshed Public Realm Strategy.			
OCOP F1.4	Implement the public realm enhancement scheme from Stone Bridge to Baddow Road	David Green	Stuart Graham	Active	●	Not Due To Start	Medium-term project. Funding not yet identified. Will be considered as part of a refreshed Public Realm Strategy.			
OCOP F1.5	Implement the public realm enhancement scheme in Springfield Road	David Green	Stuart Graham	Active	●	Not Due To Start	Medium-term project. Funding not yet identified. Will be considered as part of a refreshed Public Realm Strategy.			
OCOP F2 Complete the signage and way-finding scheme to help visitors locate their destinations and generally improve the visitor experience										
OCOP F2.1	Ensure the final phase of the way-finding programme is installed	David Green	Stuart Graham	Active	✔	On Track	Phase 2 is now completed. Funding for Phase 3 now agreed by Local Highways Panel (£50,000 per year over 3 years). Design has commenced and installation works will be programmed to match the budget available.	01/04/2020	01/04/2023	



Action Ref.	Action	Director (SOA)	Service Manager (RO)	Active or Complete	Progress Status	Progress Summary	Actual Start Date	Estimated Due Date	Completed Date
OCOP F3/ CaEE 8 Improve the environmental quality, attractiveness and recreational potential of rivers and waterways and associated green corridors in the City Centre and surrounding areas									
OCOP F3.1/ CaEE 8a	Establish a Chelmsford Policy Board Working Group to develop policies and plans to improve the environmental quality, attractiveness and recreational use of the rivers and waterways	Keith Nicholson	Paul Van Damme	Complete	✔ On Track	A Chelmsford Waterways Working Group was established by the Policy Board on 6 June 2019 with a brief to develop policies and plans to improve use, access to, and enhance the environment and ecological value of, the rivers and waterways in and around Chelmsford. A provision of £600,000 spread over 3 years to support this programme was agreed at Council on 26 February 2020. A 'Plan for Improving the Rivers and Waterways in and around Chelmsford' has been developed and was endorsed at the Chelmsford Policy Board on the 14 July 2022. The Plan sets out options and opportunities to improve the appearance, attractiveness and recreational use of the rivers and waterways in and around Chelmsford and to promote schemes and activities that enhance their habitat, ecological and biodiversity value.	06/06/2019	31/03/2023	14/07/2022
OCOP F3.2/ CaEE 8b	Examine options to improve navigation on the rivers and waterways and review current and future flood prevention measures [including devices to retain water in the City Centre all year round]	Keith Nicholson	Paul Van Damme	Active	⚠ Needs Attention	The initial focus of the Chelmsford Waterways Working Group during 2020 has been to develop plans and test the feasibility of the construction of a replacement structure for the so-called automatic flood gates, to retain water in the City Centre rivers and improve navigation on the River Chelmer. An options appraisal was considered by the Working Group on 22 January 2020 and the recommendations endorsed by the Policy Board on 5 March 2020. Following approval at Cabinet on 8 September 2020, further detailed survey work and a second stage feasibility study was commissioned in December 2020. This work was put on hold as access to the structures was prohibited until low pressure gas main repairs could be undertaken. It is anticipated that the gas main repair work will take place in autumn 2022.	01/10/2019	31/03/2024	
OCOP F3.3/ CaEE 8c	Consider opportunities to extend and improve green spaces adjoining the rivers and waterways, including options for greening of the canalised sections of the river to improve its appearance and attractiveness	Keith Nicholson	Paul Van Damme	Active	✔ On Track	Following a delay due to Covid-19 restrictions, a 'creative workshop' took place on 27 July 2021 to generate ideas and identify potential opportunities for improving the appearance, attractiveness, and accessibility of selected sections of the rivers in the City Centre. The themes emerging included: (1) Using projections and reflections of light or visual images, possibly incorporating / animated by sounds, (2) Removing physical and visual barriers to access and possibly introducing floating platforms, (3) River 'wall' dressing in different media, possibly using visual art or 'green walls', (4) Introducing 2D and 3D interactive sculptures / artworks, (5) Improving information - interpreting and telling stories about the functionality / environment of the waterways. The context for this is now set by the 'Plan for Improving the Rivers and Waterways in and around Chelmsford' which was endorsed at the Chelmsford Policy Board on the 14 July 2022 [referenced in CaEE 8a].	06/06/2019	31/03/2023	
OCOP F3.4/ CaEE 8d	Promote projects and activities that enhance the habitat, ecological and biodiversity value of the river corridors	Keith Nicholson	Paul Van Damme	Active	✔ On Track	The declaration of Admirals Park as a Local Nature Reserve was confirmed by Cabinet on 13 July 2021. The declaration of Frankland Fields as a Local Nature Reserve was confirmed by Cabinet on 12th April 2022. A programme of other initiatives is currently being investigated.	06/12/2020	Ongoing	

Action Ref.	Action	Director (SOA)	Service Manager (RO)	Active or Complete	Progress Status	Progress Summary	Actual Start Date	Estimated Due Date	Completed Date
OCOP F3.5/ CaEE 8e	Consider opportunities that could be taken to extend and improve the network of riverside footpaths and cycleways	David Green	Paul Van Damme	Active	✔ On Track	Policy framework is within the adopted Chelmsford Local Plan 2013-2036. Specific requirements are identified in relevant approved site masterplans with further details coming forward through planning applications for new developments including in East Chelmsford and Chelmer Waterside. Opportunities to maximise the recreational and travel potential of the river corridors are also included in the Plan for Improving Rivers and waterways in and around Chelmsford. Extensions and improvements to the network of riverside footpaths and cycleways will be promoted by the City Council as part of Essex County Council's Army & Navy Sustainable Transport Package. The City Council has agreed funding of £4m towards the Army and Navy Sustainable Transport Package, together with further funding of £1.5m to develop improved cycling and walking connectivity from East Chelmsford into the City Centre.	01/05/2020	31/12/2036	

### OCOP G Implement measures to reduce waste, lower energy consumption and improve air quality

OCOP G1/ CaEE 4 Implement further measures to reduce the amount of waste generated and ensure that as much as possible of any waste that is generated is reused, recycled or composted									
OCOP G1.1/ CaEE 4a	Put in place a policy to eliminate, as far as possible, single-use plastics in Council premises and encourage others and the wider community to do the same	Keith Nicholson	Tim Eaton Fearn	Complete	✔ On Track	A Council policy on single use plastics was adopted in 2019. Where single use plastics were found to be in use in Council premises alternatives have been put in place wherever possible. The Council has continued to promote the reduction of single-use plastic through initiatives such as the 'Plastic Pledge' in partnership and collaboration with all other Essex local authorities including Essex County Council and trade bodies. Promotional activities are ongoing.	01/04/2020	01/11/2020	01/11/2020
OCOP G1.2/ CaEE 4b	Ensure that a full range of waste mitigation and recycling facilities is available at all City Council buildings to minimise the amount of non-recyclable waste generated and maximise the capture rate of materials that can be recycled	Keith Nicholson	Tim Eaton Fearn	Active	✔ On Track	Majority of sites now have full range of recycling where appropriate. Theatres are now fully equipped. Currently working with Museums to expand facilities for staff and public, with implementation due to start in Autumn 2022.	01/03/2020	31/12/2022	
OCOP G1.3/ CaEE 4c	Ensure comprehensive waste minimisation and recycling provision at all events taking place on City Council land and premises	Keith Nicholson	Peter Masson	Complete	✔ On Track	Comprehensive provision for recycling collections at events is available to all promoters / organisers of outdoor events taking place on City Council land and premises. It is the event organiser's responsibility to manage recycling activities on site during the event.	01/03/2020	01/05/2021	21/07/2021
OCOP G1.4/ CaEE 4d	Increase provision for 'recycling on the go'	Keith Nicholson	Tim Eaton Fearn	Complete	✔ On Track	Eight additional locations for 'recycling on the go' bins have been identified and have now been installed.	01/01/2022	01/08/2022	01/08/2022

Action Ref.	Action	Director (SOA)	Service Manager (RO)	Active or Complete	Progress Status	Progress Summary	Actual Start Date	Estimated Due Date	Completed Date
OCOP G1.5/ CaEE 4e	Provide support and assistance to small businesses and enterprises to adopt their own local waste minimisation plans	Keith Nicholson	Tim Eaton Fearne	Complete	✔ On Track	The Love Your Chelmsford programme and the Economic Development Team continue to provide support and assistance to small businesses who wish to reduce their waste and cut carbon emissions as a whole. All new commercial waste collection customers are automatically supported at the start of contract with the City Council as to how they can reduce waste, recycle more, and reduce CO2 emissions. Ongoing as part of the normal service provision.	01/07/2019	30/06/2022	30/06/2022
OCOP G1.6/ CaEE 4f	Review the 'green credentials' of the Indoor Retail and High Street Markets	Keith Nicholson	Tim Eaton Fearne	Complete	✔ On Track	A review was undertaken in 2019, and processes were changed to recover more recyclates both in quantity and type and to encourage traders to consider the most sustainable options for products and packaging. In 2021, policies and procedures were updated to include beverage cups, food containers and cardboard. Guidance was also given to food traders on recycling cooking oils.	21/10/2019	19/12/2019	19/12/2019
OCOP G2/ CaEE 5	Implement measures to lower energy consumption, ensure the most efficient use of water resources, reduce pollution and improve air quality								
OCOP G2.1/ CaEE 5a	Ensure 100% of electricity used by the City Council is from renewable sources	Keith Nicholson	Richard Bishop	Active	✔ On Track	From July 2019 all half hourly and non-half hourly contracts were supplied from renewable energy sources with Renewable Energy Guarantees of Origin [REGO] certification. Since April 2022 the Council has had to switch to a low-carbon tariff [Zero Carbon for Business] due to a supply issue with REGO backed sources [not enough electricity has been generated from fully renewable sources to meet market demand].	14/06/2019	Ongoing	
OCOP G2.2/ CaEE 5b	Improve home energy efficiency, affordability and encourage the use of renewable energy sources for home energy switches	Keith Nicholson	Paul Brookes	Active	✔ On Track	Essex Energy Switch promoted, however the auction did not deliver any tariffs below or close to the Ofgem price cap so registrants were advised not to switch. Multiple Local Authority declarations made to facilitate ECO (Energy Companies Obligation). Green Homes Grant Local Authority Delivery scheme promoted and delivered in conjunction with the Energy Hub. Match-funded Sustainable Warmth Officer appointed to support the delivery of the Sustainable Warmth net zero project commencing October 2022. These initiatives are ongoing.	01/04/2020	31/03/2024	
OCOP G2.3/ CaEE 5c	Examine the business and environmental case for potential future investment opportunities in green technology and renewable energy initiatives, including options for decarbonising heating and cooling systems	Keith Nicholson	Richard Bishop	Active	✔ On Track	Successful bid made to BEIS Regional hub to enable access to OnGen software to assess the suitability of renewable technologies in the Council's estate. This software involves the use of the Council's energy management data and key building characteristics to suggest which technologies are suited to each property owned by Chelmsford City Council - evaluation continuing. Reports on alternative low carbon technologies have been commissioned for several Council properties with gas boilers towards the end of their operational life.	01/11/2020	31/03/2023	
OCOP G2.4/ CaEE 5d	Refresh the air quality strategy and action plan for Chelmsford to further reduce damaging vehicle and CO2 emissions and reduce air pollution generally	Keith Nicholson	Paul Brookes	Complete	✔ On Track	New Air Quality Strategy approved by Cabinet on 7 June 2022. Air quality monitoring now incorporates real-time air quality reporting, which will be published on the Love Your Chelmsford website. Air quality issues are incorporated into master planning for housing growth sites. Policies included in the adopted Local Plan applied to encourage air quality mitigation measures in new development and ensure suitable low carbon infrastructure is provided in growth areas.	01/03/2019	07/06/2022	07/06/2022
OCOP G2.5/ CAEE 5e	Update and refresh the City Council's Travel Plan setting out the actions and initiatives to encourage employees to use sustainable transport options to get to, from and between workplaces	Keith Nicholson	Paul Brookes	Active	● On Hold	As a consequence of Covid, hybrid working has been adopted extensively by office based staff. The impact of this needs to be understood prior to refreshing the Travel Plan, this has pushed back the date for review to 2022/23. Electric pool cars were ordered in February 2022. These will reduce the need for staff to bring their own car into work.	07/10/2019	31/03/2023	

Action Ref.	Action	Director (SOA)	Service Manager (RO)	Active or Complete	Progress Status	Progress Summary	Actual Start Date	Estimated Due Date	Completed Date
OCOP G2.6/ CaEE 5f	Work with public service transport providers and regulated transport providers [such as taxis] to ensure that wherever possible vehicles used in Chelmsford are low emission and / or compliant with at least Euro 6 emission standards	Keith Nicholson	Paul Brookes	Active	✔ On Track	Policy approved at Licensing Committee on 13 February requiring taxis to be Euro 6 compliant by 1st April 2024. Work ongoing with other public transport providers. Target for buses to be zero emission is now set out in the UK Climate Change Committee Sixth Carbon Budget published in December 2020.	13/02/2020	01/04/2024	
OCOP G3/ CaEE 9	Upgrade the Council's vehicle fleet to embrace the latest low emission technology, including ultra-low emission electric powered vehicles, as they become operationally and commercially viable								
OCOP G3.1/ CaEE 9a	Replace all Council fleet vehicles that do not currently meet the Euro 6 standard	Keith Nicholson	Peter Masson	Active	✔ On Track	Fleet replacement programme underway, although the timing of some vehicle replacements has been deferred to assist with managing the financial constraints caused by Covid 19. Target completion date for all operational fleet vehicles to meet at least Euro 6 standard is 2024. This remains achievable. Currently, 83% of waste/recycling vehicles are Euro 6.	01/11/2020	30/03/2024	
OCOP G3.2/ CaEE 9b	Evaluate ultra-low emission alternatives [electric or hydrogen powered] for selected vehicles where operationally and commercially viable	Keith Nicholson	Peter Masson	Active	✔ On Track	For larger fleet vehicles evaluation suggests that pure electric or hydrogen fuelled vehicles are not currently operationally or commercially viable. More operational information/data required on national trials before any commitment by the Council. The Sixth Carbon Budget report sets out pathways and realistic timescales for the decarbonising of transport and vehicles [one third of the HGV fleet low carbon in 2035]. Commitment to fit electric bin lifts to all collection vehicles with rear bin lifts remains. Some ultra low emission alternatives gradually being introduced to the small vehicle fleet [vans] where suitable to do so. Currently carrying out a feasibility study on HVO fuel [Hydrotreated Vegetable Oil]. HVO is a second generation bio fuel [also referred to as renewable diesel fuel]. HVO is a low carbon, low emission, fossil free and sustainable alternative to fossil diesel. It is fully interchangeable with conventional diesel and can be mixed at any percentage.	28/01/2020	30/03/2035	
OCOP G3.3/ CAEE 9c	Acquire a selection of low emission or ultra-low emission 'pool' vehicles to provide more sustainable options for business travel	Keith Nicholson	Paul Brookes	Active	✔ On Track	2 pool cars were ordered in February 2022, but still awaiting delivery.	28/01/2020	30/09/2022	
OCOP G3.4/ CaEE 9d	Consider adapting the current lease car scheme so that it offers preferential terms and incentives for those employees who choose an ultra-low emission vehicle	Nick Eveleigh	Phil Reeves	Complete	✔ On Track	Proposals for refining scheme agreed at Management Team in January 2021 and then subject to staff consultation undertaken during first quarter of 2021. The changes were made to the scheme on 1st June. The scheme will be reviewed again in 2023.	01/11/2020	31/03/2021	01/06/2021
OCOP G3.5/ CaEE 9e	Provide additional bicycles [including power assisted] for travelling to meetings and site visits, improve cycle storage and welfare facilities to facilitate the use of cycling as a more sustainable travel option	Keith Nicholson	Paul Brookes	Active	✔ On Track	Two bicycles have been provided but Covid restrictions and focus on working from home has limited use during the last 18 months. The change in working patterns, some of which are likely to be permanent, may require the Council to re-think its current Travel Plan priorities in the future.	01/03/2020	Ongoing	

Action Ref.	Action	Director (SOA)	Service Manager (RO)	Active or Complete	Progress Status	Progress Summary	Actual Start Date	Estimated Due Date	Completed Date
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**OCOP H Ensure that residents of, visitors to and businesses operating in Chelmsford and surrounding areas feel safe and adequately protected**

OCOP H1/ HaW 5.1 Work in partnership to deliver the Community Safety Action Plan, sharing resources and co-ordinating initiatives to more effectively tackle crime, disorder and anti-social behaviour and ensure the community policing presence is effective										
OCOP H1.1/ HaW 5.1a	Put in place a series of Public Space Protection Orders (PSPOs) to address specific issues of anti-social and criminal behaviour	Keith Nicholson	Paul Brookes	Active	✔	On Track	The City Centre Public Space Protection Order (PSPO) prohibits the consumption of alcohol in a manner that causes or is likely to cause harassment, alarm, distress, nuisance or annoyance to any person and other activities deemed to be anti-social. This was amended in April 2022 to include threatening, abusive and aggressive behaviour and will now expire in April 2025.	01/07/2019	31/03/2025	
OCOP H1.2/ HaW 5.1b	Deliver Crucial Crew, an educational programme about safety and wellbeing issues, to all Year 6 students in primary education and ensure that the project meets the current needs in terms of vulnerability	Keith Nicholson	Paul Brookes	Active	✔	On Track	A professional drama company (Tic Box Productions) was commissioned to deliver Crucial Crew face-to-face and virtually for Year 6 primary school students covering issues around 'exploitation'. These sessions were delivered in June 2022. Further work education awareness will be delivered to Year 7/8 once the Anglia Ruskin University Storylab Virtual Reality project is completed. 'Healthy relationships' training has been delivered by Safer Places, Made for More and Skylark Church.	01/07/2019	31/03/2024	
OCOP H1.3/ HaW 5.1c	Work in partnership to deliver services that support and prevent young people from getting involved in crime through the Early Intervention Youth Fund	Keith Nicholson	Paul Brookes	Active	✔	On Track	The Essex Violence & Vulnerability Unit (VVU) commissions work across Essex. Home Office funding has been agreed for 2022/23 (£1.16 million), with the same sum being available for 2023/24 and 2024/25. Essex County Council and Essex Police, Fire and Crime Commissioner have committed further funding for 2022/23. The VVU has provided locality funding for 2022/23 (£25,000) to Chelmsford Community Safety Partnership to tackle youth violence and has commissioned Essex Council for Voluntary Youth Services to deliver targeted youth outreach.	01/07/2019	31/03/2024	
OCOP H1.4/ HaW 5.1d	Work effectively with Essex Violence and Vulnerability Team based in the Community Safety Partnership Hub	Keith Nicholson	Paul Brookes	Active	✔	On Track	The Essex Violence and Vulnerability Unit (VVU) is now embedded in the Community Safety Partnership (CSP). The Public Protection Manager attends the VVU Operations Board on behalf of Essex CSPs. Various workstreams are ongoing on a local and County level.	01/07/2019	31/03/2024	
OCOP H1.5/ HaW 5.1e	Work in partnership with Essex Police on tackling drug trafficking through Operation Overwatch and Op Aegis	Keith Nicholson	Paul Brookes	Active	✔	On Track	Work is ongoing to combat drug trafficking throughout the district and is addressed through the fortnightly police 'tasking' process, bi-monthly partnership tasking and other relevant meetings with partner agencies. Home Office Grip Violence funding is available to tackle identified areas of concern (city centre) following data analysis.	01/07/2019	31/03/2024	
OCOP H1.6/ HaW 5.1f	Work in partnership with charities such as Gangline, St Giles Trust and Reach Every Generation to deliver awareness training to young people, parents, and professionals on drug trafficking	Keith Nicholson	Paul Brookes	Active	✔	On Track	Young people on the cusp of offending are referred to the Building Lives Project (Lottery funded) via the community safety team, police or other partners. Student and parent awareness sessions have been delivered in 2022 by Reach Every Generation. Partnership working continues to reduce risk via MACE (Missing and Child Exploitation) and the BAP (Behaviour and Attendance Partnership).	01/07/2019	31/03/2024	
OCOP H1.7/ HaW 5.1g	Work collaboratively across Essex to tackle the influence of gangs, organised crime and knife crime and the impact it has on our district	Keith Nicholson	Paul Brookes	Active	✔	On Track	Ongoing work with local policing and the Essex Violence and Vulnerability Unit (VVU). Operation Henderson was delivered in April 2022 to target young people being exploited at transport hubs (next a further session in August). Essex VVU coordinated a media campaign during February 2021 which will be repeated in 2022 to provide support to young people being exploited. Every Contact Counts training (VVU funded) has been delivered to partnership staff.	01/07/2019	31/03/2024	

Action Ref.	Action	Director (SOA)	Service Manager (RO)	Active or Complete	Progress Status	Progress Summary	Actual Start Date	Estimated Due Date	Completed Date
OCOP H1.8/ HaW 5.1h	Work with commissioned provider for Chelmsford to: encourage reporting, signposting and accessing of services tackling domestic abuse support charitable organisations addressing the needs of the community and support local and national initiatives	Keith Nicholson	Paul Brookes	Active	✔ On Track	Regular awareness provided by various media channels signposting victims to the Essex Compass for reporting concerns and support. Screening of high-risk cases and ongoing works with police and housing providers. J9 community training will be delivered during 2022/23 with a focus on domestic abuse involving older persons.	01/07/2019	31/03/2024	
OCOP H2 Ensure a consistent approach is in place to regulate the use of parks and green spaces and enforce policies for their use to protect and improve the visitor experience of legitimate users									
OCOP H2.1	Investigate the options and potential public benefits of a comprehensive public space protection order covering parks and green spaces	Keith Nicholson	Paul Van Damme	Active	✔ On Track	Consideration is to be given to the introduction of a Public Spaces Protection Order (PSPO) for parks and green spaces in 2023 to help deal with a variety of anti-social behaviour that occurs from time to time. Initial work is being undertaken to investigate the best way to manage the behaviour of dog owners / walkers in Hylands Park, where conflicts are increasingly apparent.	01/08/2022	31/08/2023	
OCOP H3/ CaEE 10 Support the Environment Agency to implement the Margaretting flood alleviation scheme and other measures to reduce the risk of flooding to residential and commercial properties in the City									
OCOP H3.1/ CaEE 10a	Ensure the final phase of the wider, Environment Agency led Chelmsford flood alleviation scheme is constructed protecting an additional 548 residential and 235 commercial properties from the risk of flooding	Keith Nicholson	Stuart Graham	Active	⚠ Needs Attention	The delivery of the Margaretting element of the Chelmsford Flood Alleviation Scheme has been the subject of prolonged delays and the Environment Agency has now confirmed that the scheme will not be implemented as planned. An alternative approach is being developed by the Chelmsford Flood Resilience Partnership [principally the Environment Agency and Chelmsford City Council] in favour of a more integrated approach involving a variety of catchment improvements and natural flood management interventions to slow flow of water upstream of Chelmsford City Centre, rather than relying on a single upstream flood storage measure. Detailed flood modelling and an outline business case is currently being prepared by the Environment Agency.	01/04/2020	30/09/2026	
OCOP H4 Create a new cemetery and build a new crematorium so that the Council can continue to meet its obligations as the burial authority and the cremation authority for the area									
OCOP H4.1	Find a site for and lay out a new cemetery to act as the principal burial ground for the area	Keith Nicholson	Paul Van Damme	Active	⚠ Needs Attention	Three potential sites have been identified to date, but none have proved suitable following initial site investigation and analysis against the search criteria. Site search continuing.	01/04/2019	31/03/2024	
OCOP H4.2	Build a new crematorium for the area, giving consideration to incorporating the latest technologies and emerging alternative methods of treatment and disposal of human remains in the new facility	Keith Nicholson	Paul Van Damme	Active	● On Hold	Conditional on identifying a suitable site as above.			

Action Ref.	Action	Director (SOA)	Service Manager (RO)	Active or Complete	Progress Status	Progress Summary	Actual Start Date	Estimated Due Date	Completed Date
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## Healthy, active and enjoyable lives

### OCOP I Upgrade sports, culture and leisure facilities to improve access and increase opportunities for participation

OCOP I1 Restore the former kitchen garden at Hylands Park to further increase the attraction of Hylands House and Park as a key leisure and recreation destination in the region										
OCOP I1.1	Develop an outline business case for the 'restoration' and development of the former kitchen garden at Hylands Park, as a community enterprise or in association with a commercial partner	Keith Nicholson	Paul Van Damme	Active	●	On Hold	Outline concept discussed with Heritage Lottery Fund. Two stage bid process required. Currently no suitable funding programmes are available as HLF continue to focus on 'heritage recovery' initiatives post-Covid. Position to be reviewed in 2023.	01/04/2020	31/12/2023	
OCOP I1.2	Develop detailed proposals to deliver the restoration of the Hylands kitchen garden, ensuring Friends of Hylands are fully engaged.	Keith Nicholson	Paul Van Damme	Active	●	On Hold	On hold subject to the outcome of I1.1 above.	01/04/2020	31/12/2026	
OCOP I2 Improve the facilities and services available at Hylands House and Visitor Centre to meet the needs of existing and potential customers (both community and commercial).										
OCOP I2.1	Improve the facilities and services available at Hylands House and Visitor Centre, maintaining a high quality brand image and developing enhanced facilities and capabilities	Keith Nicholson	Jon Lyons	Complete	✔	On Track	The expansion and improvements to the first floor bridal suite is now complete to a high standard with 3 upgraded rooms plus a new shower and bathroom facilities. This and the new Terrace Room (funded by the Friends of Hylands House) which involved an investment of £35,000 were both opened by the Mayor in early May 2021. Funding was subsequently agreed to provide an outdoor ceremony area to improve the sales potential for weddings in particular. Construction is now complete and this area is now available for hire.	01/04/2020	31/03/2022	31/03/2022
OCOP I3 Make better use of Sandford Mill and the surrounding natural environment providing a focus for recreation and leisure activities in the area										
OCOP I3.1	Explore opportunities to improve visitor facilities and attractions at Sandford Mill, so that it can operate as an all-year-round destination for the wider recreational use of the planned Chelmer East green wedge	Keith Nicholson	Paul Van Damme	Active	✔	On Track	Linked to the preparation of the master plan for East Chelmsford Strategic Growth Area (OCOP A7), which should provide some of the supporting infrastructure [new access road, car park and contribution to a new visitor centre] for the resource centre as part of planning obligations for the wider development. The development potential of the Sandford Mill site itself is being examined by a project group reporting to the Waterways Working Group. Initial workshop sessions were held in 2019/20. A site appraisal examining the development opportunities has been undertaken by external property consultants, but further work is temporarily on hold due to other priorities arising since the Covid-19 outbreak.	01/04/2020	30/03/2027	

Action Ref.	Action	Director (SOA)	Service Manager (RO)	Active or Complete	Progress Status	Progress Summary	Actual Start Date	Estimated Due Date	Completed Date
<b>OCOP I4/ HaW1.12</b> Ensure new sports and playing fields, play areas and recreation spaces are integrated into all new development and adopted by the City Council									
OCOP I4.1/ HaW 1.12a	Deliver the Sports and Playing Field Development Plan as growth areas are built out, transferring the land to the Council as a public open space to ensure they are protected and properly maintained	David Green	Jeremy Potter	Active	✔ On Track	Securing additional sports and playing field provision, as set out in the adopted Local Plan, is incorporated in the master planning for each growth area. Links to actions A5 to A10. The adopted Planning Obligations Supplementary Planning Document sets out Council's preference for all strategic sports pitches to be provided for adoption by the City Council.	01/04/2020	30/10/2035	
OCOP I4.2/ HaW 1.12b	Deliver the Equipped Play Area Development Plan as growth areas are built out	David Green	Jeremy Potter	Active	✔ On Track	Part of master planning stage for each growth area as set out in the adopted Local Plan. Links to actions A5 to A10. This is being undertaken in accordance with Local Plan policy and approved masterplans which will continue over the whole Local Plan horizon.	01/04/2020	30/10/2035	
<b>OCOP I5/ HaW 1.3</b> Promote and facilitate the development of a network of indoor sports and recreation spaces, designed and strategically located to meet the needs of growing communities									
OCOP I5.1/ HaW 1.3a	Work in partnership with Chelmsford College to complete the Dovedale Sports Centre refurbishment/modernisation programme	Keith Nicholson	Jon Lyons	Active	✔ On Track	Scheme included in the capital programme with Community Infrastructure Levy funding and a contribution from Chelmsford College agreed. Design work is underway and the centre will provide enhanced fitness facilities and an element of daytime use which was not previously available within the joint use agreement. Scheme on project for commencement on site in July 2023 and completion in early 2024.	03/02/2020	28/02/2024	
OCOP I5.2/ HaW 1.3b	Explore potential to upgrade existing facilities at South Woodham Ferrers Leisure Centre to encourage greater participation	Keith Nicholson	Jon Lyons	Complete	✔ On Track	Improvements to gym facilities was completed and relaunched to the community in September 2022.	01/04/2020	05/09/2022	05/09/2022
OCOP I5.3/ HaW 1.3c	Rework the fitness facilities at Chelmsford Sport & Athletics Centre to create a better customer experience and attract new customers from the local community	Keith Nicholson	Jon Lyons	Active	✔ On Track	A scheme to combine all gym facilities in one area is subject to funding approval (Channels S106 resources) and, if approved, will be complete by Autumn 2023. The scheme will take advantage of the very close links with West Chelmsford Primary Care Network (PCN) to create new opportunities for local people.	01/04/2020	31/03/2024	
OCOP I5.4/ HaW 1.3d	Complete strategic sport and recreation requirements at Runwell Sports & Social Club for the benefit of the local population	Keith Nicholson	Jon Lyons	Active	✔ On Track	Planning consent secured for improvements to a range of sport and recreation facilities, operated as community use facilities by Runwell Sports & Social Club. Pitch improvements completed using resources secured through the Section 106 agreement relating to the St Luke's development. Further Section 106 contributions to achieve the requirements will be released on a phased basis as the site and facilities development plan is progressed.	01/01/2013	31/03/2024	
OCOP I5.5/ HaW 1.3e	Ensure strong and sustained community use partnerships are in place improving access and opportunities to participate in sports and physical activity (e.g. with Education sites)	Keith Nicholson	Jon Lyons	Active	✔ On Track	Several Community Use Agreements are now in place with local Schools, including the Sports facilities at Beaulieu Park School. These are regularly reviewed and new ones are added to the monitoring log as they are completed, the new 3G artificial pitch at Chelmer Valley High School for example. An agreement with County High School for Girls is currently being finalised to ensure community access to their new Sports Hall, Gym, Fitness & Dance Studio and Outdoor Courts. Securing community use agreements are a crucial part of current and longer term facility infrastructure planning for the benefit of Chelmsford and its residents.	01/04/2020	Ongoing	



Action Ref.	Action	Director (SOA)	Service Manager (RO)	Active or Complete	Progress Status	Progress Summary	Actual Start Date	Estimated Due Date	Completed Date
<b>OCOP J Encourage and promote cultural and creative events and activities as a driver for social cohesion and economic growth</b>									
<b>OCOP J1/ HaW 2.1 Work in partnership to develop and implement a vision, strategy and action plan for the area that recognises cultural activity as a key driver for the social wellbeing and economic growth of the city</b>									
OCOP J1.1/ HaW 2.1a	Work with the Cultural Development Trust to develop and promote a shared cultural vision and fundraising strategy for Chelmsford that is distinctive, inspiring, deliverable and sustainable, increasing resident engagement and visitor numbers	Louise Goodwin	Marc De'ath	Active	✔ On Track	Culture Chelmsford are leading on the commission of a new cultural strategy up until 2032. In February 2023, this will encompass minor amendments and the publication and launch of Towards 2040, the Shared Cultural Vision, and the recently commissioned, Theory of Change, Identity Statement and Narrative produced during COVID. Action Plans will follow from all major stakeholders in the City along with a fundraising plan for Cultural Chelmsford to finance the ambition.	01/04/2020	01/06/2023	
OCOP J1.2/ HaW 2.1b	Review existing Council events to develop an ambitious, sustainable annual programme, exploring different financial models and delivery methods for events such as Fling, 3ft People Festival, Culture In the Park and Older People's Information Day.	Louise Goodwin	Marc De'ath	Active	✔ On Track	New events and outreach staff have been employed in both the Theatre and Museums, who will oversee the delivery of a new outdoor events programme and work to take our venues outside of their walls. Stretching and rationalising previous activity to maximise impact and focus resources, delivered in partnership with stakeholders from across the city and further afield.	01/01/2022	01/06/2023	
OCOP J1.3/ HaW 2.1c	Examine need and opportunity for additional creative and cultural space in the city centre, including potential development of a large scale multi-use event space to provide a regional venue for conventions, concerts and exhibitions	Louise Goodwin	Marc De'ath	Active	✔ On Track	A feasibility study for Community Owned Creative Space has been completed and published. Recommendations are being followed up and conversations are taking place with a number of strategic developers and building/land-owners in the City. Funding was also secured for a programme of improvement works to the theatres, focusing on the front of house, the foyer and bar areas. Works are underway and the Theatre will reopen at the end of 2022.	01/01/2022	01/01/2025	
<b>OCOP J2/ HaW 2.3 Commission new public art for new developments, public realm enhancement schemes and key city gateways</b>									
OCOP J2.1/ HaW 2.3a	Develop a public art strategy, recognising the value that public art has in creating a sense of place and identity, establishing a co-ordinated cross-sector programme of public art commissions in partnership with local developers	David Green	Stuart Graham	Active	✔ On Track	Building on recent public art initiatives at Beaulieu Park, in Bell Meadow and on Townfield Car Park, public art is being commissioned within various development sites, including Channels and Bond Street. New art will be commissioned through new strategic developments in the new Local Plan via the master planning process and consideration of the planning applications as they come forward.	01/04/2020	01/04/2028	

Action Ref.	Action	Director (SOA)	Service Manager (RO)	Active or Complete	Progress Status	Progress Summary	Actual Start Date	Estimated Due Date	Completed Date	
<b>OCOP K Promote activities and initiatives to improve the physical and mental wellbeing of Chelmsford residents</b>										
<b>OCOP K1 Put in place a comprehensive and co-ordinated 'Livewell' programme to promote a wide range of mental, physical, lifestyle and health benefits</b>										
OCOP K1.1	Devise and implement a Health and Wellbeing Strategy and action plan, tackling specific health inequalities and addressing key priorities such as obesity, alcohol and drug misuse	Keith Nicholson	Paul Brookes	Complete	✔	On Track	The Council's Health & Wellbeing Strategy and supporting action plan was approved by Cabinet on 19 November 2019. The five priority areas identified in the action plan are as follows: (1) reducing excess weight and obesity and increasing physical activity in adults and children, (2) alleviating loneliness and social isolation, (3) improving poor housing including fuel poverty and 'thermal comfort', (4) enabling the residents of Chelmsford to age well, and (5) reducing alcohol, substance misuse and behavioural addictions (including the supply of illegal substances). The Plan is currently being refreshed and the updated plan is due to be considered at Cabinet on 18 October 2022.	01/07/2019	19/11/2019	19/11/2019
OCOP K1.2 / HaW 1.5c	Implement the 'Livewell' accreditation scheme for new housing developments to promote sustainability and the health and wellbeing of new communities	David Green	Jeremy Potter	Complete	✔	On Track	The Livewell Accreditation scheme has been officially endorsed by the Essex Planning Officers Association (EPOA), Essex Health and Wellbeing Board, and Chelmsford Policy Board. Accreditation Panel training was completed in February 2020. The scheme was launched on 22 July 2020 and promotion of the scheme continues through social media, through platforms and networks, and to other Local Planning Authorities. In addition, Working with Place Changers is a funded project looking at how positive health outcomes can be designed in the early stages of masterplanning. The Scheme has also been referenced in Public Health England's new Health Impact Assessment Toolkit as well as the Royal Town Planning Institute (RTPI) call for evidence for its "Enabling Healthy Placemaking" report. Braintree and Maldon Councils have signed up alongside developers Countryside Properties and Crest Nicholson.	01/11/2019	28/02/2020	28/02/2020
<b>OCOP K2/ HaW 1.4 Inspire more people to be more active, more often, by expanding opportunities to participate in sporting, physical and informal recreational activities, ensuring usage is broadly representative of demographics of the Chelmsford community</b>										
OCOP K2.1/ HaW 1.4a	Increase opportunities for older people to engage in physical activity with an enhanced Forever Fit programme and other new initiatives	Keith Nicholson	Jon Lyons	Active	✔	On Track	There are now a huge range of activities for older people within our Leisure Centres and in community venues. A brand new Active Essex funded (£26,000) programme 'Forever Active' aims to reach people in the Chelmsford community who have become deconditioned through isolating during the pandemic or who are more likely to experience slips, trips and falls. The project promotes activities in Chelmsford and the surrounding area, particularly those in village or parish halls that are appropriate for the target group e.g., low impact, no previous experience required or aimed at older people with the aim of rebuilding people's participation levels, strength, and confidence. This could include keep fit classes, carpet or indoor bowls, table tennis, seated exercise, over 50's Yoga etc.	01/04/2021	31/03/2023	
OCOP K2.2/ HaW 1.4b	Appoint an Active Health Coordinator (Subject to UKSPF funding) to enhance the Exercise Referral Scheme and develop new opportunities with key health partners, such as the cancer referral scheme and pre/post hospital referrals.	Keith Nicholson	Jon Lyons	Active	✔	On Track	The revamped Active Health exercise referral scheme was launched in November 2021 with a positive uptake. Staff resources were not enabling the full benefits to be realised and an Active Health coordinator is now proposed (with UKSPF funding) to develop stronger links with referring partners and to extend new health initiatives within the wider health sector. If funded this role should commence in Nov 2022 and referrals should increase from 30 to 100+ per month.	01/01/2021	31/03/2024	

Action Ref.	Action	Director (SOA)	Service Manager (RO)	Active or Complete	Progress Status	Progress Summary	Actual Start Date	Estimated Due Date	Completed Date
OCOP K2.3/ HaW1.4c	Use Ride London as a vehicle to promote cycling opportunities to people of all ages and abilities. Utilise the grants available from London Marathon Events and Essex County Council to help achieve this objective.	Keith Nicholson	Jon Lyons	Active	✔ On Track	Ride London (Year 1) took place end May 2022 with a range of "activation" activities to develop and promote cycling opportunities, and in particular the health and wellbeing benefits. Assuming Ride London continues, there are significant opportunities with available grant funding to build on this in 2023 and beyond. ECC has agreed that this event will proceed again on 28th May 2023 and a similar route is proposed	01/04/2021	31/05/2023	
OCOP K3/ HaW 1.13	Embrace new technology to meet the needs of our customers and develop the ourChelmsford scheme								
OCOP K3.1	Increase the number of active ourChelmsford account holders as a key vehicle to promote increased participation in sport	Keith Nicholson	Jon Lyons	Active	✔ On Track	Post pandemic the number of 'ourChelmsford' card holders has picked up with around 5,000 Premium, 7,500 Plus and 63,000 Lite card holders The Lite (free) cards were required to book activities during the pandemic and these have increased significantly. This data is used to market the facilities and encourage card holders to try new activities. The contact info has been used to survey customers as part of the Sport England 'Moving Communities' research which is seeking to build a national picture of exercise habits post pandemic and locally to plan new initiatives for specific target audiences.	01/04/2020	31/03/2023	
OCOP K4/ HaW 1.2	Develop capacity through partnerships to ensure the Council's Leisure Services can respond to the physical and mental health needs of Chelmsford residents								
OCOP K4.1/ HaW 1.2a	Review the 'With You in Mind' programme and seek new partnerships and external funding to ensure the project is sustainable	Keith Nicholson	Jon Lyons	Active	✔ On Track	£6,000 grant from Active Chelmsford and a further £10,000 Lottery Funding secured. Programme started in February 2020 and paused due to lockdown. Project relaunched May 2021 and currently offers 3 x 2 hour activity sessions per week, based at Chelmsford Sport and Athletics Centre (CSAC), Mid Essex MIND and Essex County Council (ECC) Adult Social Care involved as supporting partners. It is hoped that this programme can be made sustainable as part of the NHS Recovery College programme	01/02/2020	31/03/2024	
OCOP K4.2/ HaW 1.2b	Further develop the Sport for Confidence model at Riverside (subject to UKSPF) to help a wider range of groups to participate in leisure opportunities, with a specific focus on young people	Keith Nicholson	Jon Lyons	Active	✔ On Track	The programme is currently delivering around 350 customer visits per month. The majority of customers are young adults with learning difficulties. Very successful swim and dry sessions pre-Covid with clients joining main stream sessions. With a UKSPF application, it is hoped to expand this programme further in 2023/24 to include more adult opportunities and new children's sessions.	10/06/2019	31/03/2024	
OCOP K4.3/ HaW 1.2c	Develop the Active Chelmsford group and encourage new partners to source funding to add to the Active Chelmsford action plan.	Keith Nicholson	Jon Lyons	Active	✔ On Track	Approved applications reviewed by Active Chelmsford group. Active Sports grants previously allocated August 2020 and receiving applications on an ad-hoc basis.	01/04/2020	31/03/2024	
OCOP K4.4/ HaW 1.2d	Appoint a Health and Wellbeing Coach in partnership with West Chelmsford Primary Care Network (PCN) and explore similar partnership opportunities centred on the Council's leisure facilities to secure positive health outcomes for Chelmsford residents	Keith Nicholson	Jon Lyons	Active	✔ On Track	A Health and Wellbeing Coach has been fully funded by the NHS and in partnership with West Chelmsford PCN. A coach has been appointed on two-year contract which started in April 2022 and is achieving significant patient results. Being based at the Athletics Centre means that many of the patients are encouraged to join the Active health (exercise referral) programme with over 100 referrals already.	01/05/2022	01/05/2024	

Action Ref.	Action	Director (SOA)	Service Manager (RO)	Active or Complete	Progress Status	Progress Summary	Actual Start Date	Estimated Due Date	Completed Date
OCOP K4.5/ HaW 1.2e	Review and develop the 'Play in the Park' programme ensuring more children are able to access the programme in a safe manner and (subject to UKSPF funding) provide an enhanced Picnic in the Park (Melfest) event in 2023	Keith Nicholson	Jon Lyons	Active	✔ On Track	Play in the Park was operated through Easter and Summer 2022. Around 80 sessions took place and session capacities were increased to 200. Record numbers attended these sessions in 2022 and this incorporated the Picnic in the Park event at Melbourne which focused on Holiday Hunger	01/01/2022	30/09/2023	
OCOP K4.6	Improve workforce opportunities and volunteer development to increase capacity and deliver enhanced leisure services	Keith Nicholson	Jon Lyons	Active	✔ On Track	A significant amount of training has taken place amongst leisure staff which directly impacts on the community. For example, opportunities developed for the gym team to secure Level IV gym qualifications in a number of specialisms which will enable more advanced links with NHS patients in addition to exercise referral, to include cancer, cardiac and weight management. All pool lifeguards have been trained to support children with learning disabilities. The Heart & Sole walk volunteers not only deliver their own walks but also support events run by the City Council. Volunteers are being recruited to help with projects such as 'With You in Mind' (mental health project)	01/04/2020	31/03/2024	
OCOP K5/ HaW 1.9	Assist health authorities and Essex County Council to plan and deliver community health and public health services, to best meet the needs of local communities								
OCOP K5.1/ HaW 1.9a	Put in place a more co-ordinated approach to balance future primary health care needs with public health and well-being initiatives	Keith Nicholson	Paul Brookes	Active	✔ On Track	New local health structure to be implemented. The key priority is to pursue relationships with Primary Care Networks. Co-ordination with Primary Care Networks had paused due to the pressure on GPs during the Covid-19 pandemic, however primary care have now recognised the need to prioritise this. Mid-Essex Alliance has produced a revised plan and memorandum of understanding for all stakeholders.	01/04/2020	31/03/2024	
OCOP K5.2/ HaW 1.9b	Address health inequalities and improve population health in Chelmsford through/or in partnership with the Mid Essex Livewell Alliance and Maldon and Braintree Local Authorities	Keith Nicholson	Paul Brookes	Active	● Not Due To Start	Not yet started. UKSPF application to Government submitted 1st August 2022. Application to be approved by Autumn 2022.			

Action Ref.	Action	Director (SOA)	Service Manager (RO)	Active or Complete	Progress Status	Progress Summary	Actual Start Date	Estimated Due Date	Completed Date
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## Connected Chelmsford

### OCOP L Position and promote Chelmsford and surrounding areas as a place for investment, business location and the creation of new jobs

OCOP L1 Promote new business and commercial opportunities and economic growth generally through the allocation of key sites in the Local Plan for employment use										
OCOP L1.1	Ensure allocated local plan sites come forward for development with sufficient flexibility to attract new business and changes to anticipated business demand, with a particular focus on the North East Chelmsford Garden Community	David Green	Stuart Graham	Active	✔	On Track	The Local Plan was adopted on 27th May 2020. The allocated employment sites will be included in ongoing inward investment activity as part of the wider promotion of Chelmsford. In particular there is a focus on developing a flexible Employment Strategy for the North East Chelmsford Garden Community, working in partnership with the Developer Consortium. An Employment Study for the Garden Community has been produced by Lichfields (Summer 2020). Through the Consortium further evidence based work is being developed to inform the Master Plan and a longer term Employment Strategy. An Employment Workshop took place in September 2021. This action is being developed through the Employment Strategy development for the Garden Community. The City Council continues to promote Chelmsford as an investment location, and this activity includes the promotion of a range of employment opportunities. An Invest in Chelmsford event is planned for November at the University to promote investment opportunities, including the Local Plan allocations. This will be supported a range of promotional material highlighting the development and investment opportunities. Ongoing.	01/04/2020	31/10/2035	
OCOP L2 Position Chelmsford so that it is attractive location for new businesses and as a place where existing enterprises are encouraged to grow and develop										
OCOP L2.1	Position Chelmsford within the North Essex Economic Area as a key investment location within Essex and the South East	David Green	Stuart Graham	Active	✔	On Track	The City Council joined the North Essex Economic Board in June 2020. The North Essex Economic Strategy is being refreshed in 2022 and this will take into account inward investment opportunities and Chelmsford's potential contribution. The North Essex Economic Board is delivering a wider business support and skills programme to a value of £1.8m. This is also being reviewed during 22/23 with the potential use of UKSPF to support activity. Ongoing.	01/06/2020	31/03/2024	
OCOP L2.2	Promote and position Chelmsford as an inward investment location with a focus on technology and green innovation, business services, creative and digital, and as an alternative employment hub to the City of London	David Green	Stuart Graham	Active	✔	On Track	Chelmsford has always had a particular strength in relation to its geographical position close to London and its affordability relative to the City. Covid-19 has brought about further opportunities as businesses consider their locational and property requirements. ECC has produced a Sector Development Strategy that the City Council has fed into and will support the delivery of. This will involve engagement with the local business community. Chelmsford's economy has a number of strengths across a range of sectors, and the City Council will ensure that associated growth opportunities are reflected in relevant regional and sub regional strategies. At the local level, the City Council is refreshing its Economic Development Strategy which will recognise Chelmsford's key sectors. The City Council will continue to nurture tech and creative sectors through partnerships such as Ignite and Chelmsford Tech Ambassadors, connecting with our Universities and Colleges. To promote the Chelmsford offer an Invest in Chelmsford event is planned for November 2022 and the City Council is also actively engaged in a wider piece of work to more effectively market Essex as a whole. Ongoing.	01/04/2020	31/03/2024	

Action Ref.	Action	Director (SOA)	Service Manager (RO)	Active or Complete	Progress Status	Progress Summary	Actual Start Date	Estimated Due Date	Completed Date
<b>OCOP L3 Create a unifying Chelmsford brand and identity to help promote the City's diverse attractions, values and successful track record to potential investors and when bidding/lobbying to secure external funding</b>									
OCOP L3.1	Review existing material and approach, and establish a delivery mechanism to coordinate cost effective promotion and branding activities	Louise Goodwin	Ali Naqvi	Complete	✔ On Track	Branding project now completed and City Life now online with cost savings and lower environmental impact due to no printing and distribution. The project now becomes an ongoing task and responding to the organisation's needs and requests.	01/04/2020	31/03/2022	31/03/2022
OCOP L3.2	Re-engage with Visit Essex to increase promotion of and visitor numbers to Chelmsford attractions	Louise Goodwin	Ali Naqvi	Complete	✔ On Track	Visit Essex involvement has grown considerably and with a much more integrated approach that combines the Economic Development Team as well as the City Centre Manager and the Cultural Development Manager. An Officer is now a trustee on the board so the relationship is now being used to both promote the City as an investment opportunity and a leisure destination. The Visit Essex website has also been updated with more Chelmsford wide content and new photography.	01/04/2020	31/03/2022	31/03/2022
<b>OCOP L4 Work with the Chelmsford Business Improvement District to widen the promotion of Chelmsford as a retail, commercial and leisure destination</b>									
OCOP L4.1	Ensure a co-ordinated marketing and communications plan is in place that complements and fills gaps in existing promotional activities, augments visitor information services and strengthens the City's digital presence	Louise Goodwin	Ali Naqvi	Active	✔ On Track	The Chelmsford For You website is being revamped and much more Chelmsford wide content and new photography will be in place by the end of March. The relationship with Visit Essex is much more productive and constructive and there are a number of initiatives that we can participate in to promote the City. There is very limited budget and resources to promote the city as a visitor destination so the best approach is to conjoin with Visit Essex, the BID and any cultural initiatives that arise.	15/06/2020	31/03/2024	
OCOP L4.2	Work with One Chelmsford to develop a co-ordinated and targeted programme of cultural activity to animate our high streets, diversify the city centre and support local businesses.	Louise Goodwin	Marc De'ath	Active	✔ On Track	Significant work has gone into curating a joined-up programme of events including the launch of a new Street Art Festival and Programme of Eco Events. One Chelmsford have a new Business Plan and to increase ambition, quality, impact and co-ordination of work, the City Council have requested that Culture Chelmsford lead on the commission of a new cultural strategy to steer future partnerships and improve success rates in bids to external funding.	01/04/2020	01/06/2023	
<b>OCOP L5 Work with key partners to develop a programme to create a 'SMART', better connected 'digital city'</b>									
OCOP L5.1	Position Chelmsford as a 'technology hub' working with partners that include the Universities, the County Council and Chelmsford's technology businesses	David Green	Stuart Graham	Active	✔ On Track	The Chelmsford Tech Ambassadors Network has been established involving the key Chelmsford technology businesses and, through the North Essex Economic Board, Chelmsford's position as a technology hub will continue to be recognised and promoted. The role that Chelmsford can play in the emerging Essex Sector Development Strategy will position the City at the county level and the promotional activity of the Council will reflect the tech and innovation businesses within the City. There will be future opportunities associated with this. Broadband providers are also working to ensure that residents and businesses have access to the fastest available broadband speeds, without the need for direct intervention from the City Council. The City Council continues to work with the ARISE Innovation Hub at the University and for example has developed a bespoke business support programme of businesses located in the Hub. Ongoing.	01/04/2020	31/03/2024	

Action Ref.	Action	Director (SOA)	Service Manager (RO)	Active or Complete	Progress Status	Progress Summary	Actual Start Date	Estimated Due Date	Completed Date
<b>OCOP M Work with businesses and education providers to identify skills gaps and develop initiatives to improve educational and vocational attainment</b>									
<b>OCOP M1/ HaW 2.2 Work with businesses and educational partners in the City to identify local skills gaps and develop initiatives to address these deficits, including new apprenticeships and measures to attract skilled workers into the Chelmsford workforce</b>									
OCOP M1.1/ HaW 2.2a	Ensure that local business skills needs are better understood and supported through partners, including the Universities, DWP and College and work in partnership to promote skills and opportunities to local residents	David Green	Stuart Graham	Active	✔ On Track	A Chelmsford business survey was carried out in May 2020 to identify skills needs. A further Chelmsford survey will be carried out in 2022/23 to the 5,500 businesses on the business database and the results will be used to inform future business support and skills initiatives. Surveys across Essex and the SELEP area have also identified skills needs and the information has been used to inform initiatives being delivered by others in the Chelmsford area. During 2020/21 the business support services available through both Universities were featured within the Chelmsford e-bulletin to businesses, which has a reach of about 5,000 businesses. The Council plays an active role in the CELSIUS skills partnership - a group made up of skills and education providers across Chelmsford. A Chelmsford Skills Festival is in development for 2023/24. As part of the North Essex Economic Partnership a programme of skills initiatives has been developed, with a strong focus on digital skills. Ongoing action.	01/04/2020	31/03/2024	
OCOP M1.2/ HaW 2.2b	Secure additional support for those facing barriers to employment by working in partnership with the DWP/Job Centre and other partners to target the harder to reach groups	David Green	Stuart Graham	Active	✔ On Track	In February 2022 a virtual jobs fair was held in partnership with Maldon and Uttlesford District Councils as part of the North Essex Economic Board's business recovery package. The jobs fair was run with key involvement from Essex County Council and the DWP. The exhibition included employers with job opportunities, training providers, and a wellbeing area to enable individuals to tackle barriers to employment e.g. mental health issues. The event received 2,429 live views.	01/04/2020	31/03/2024	
<b>OCOP M2 Work with the other agencies to provide a range of advice and support services for businesses and other organisations currently operating in Chelmsford or those considering relocating to the Chelmsford area</b>									
OCOP M2.1	Develop and implement the Chelmsford Business Recovery Plan, linking to available programmes (BEST Growth Hub, COLBEA and Back to Business) to provide support to Chelmsford business, maximising survival rates and growth potential	David Green	Stuart Graham	Active	✔ On Track	A comprehensive business support programme has been put in place and continues to be reviewed to reflect local business needs. This programme sits alongside and enhances the wider North Essex Economic Board programme. A business survey is planned for Autumn 2022 and the results of this will influence future business support. The focus is on provision from April 2023 and the City Council has allocated some of its UKSPF funding to support this provision. The City Council continue to engage with our business support partners and regularly communicate what we are providing. Ongoing.	01/04/2020	31/03/2024	
OCOP M2.2	Through regular communications, ensure Chelmsford's businesses are more aware of the range of support available and access the services	David Green	Stuart Graham	Active	✔ On Track	Since April 2020 in the region of 80 e-bulletins were sent to Chelmsford businesses. The Chelmsford business database now contains about 5,500 businesses and as a consequence business reach is now much wider. In addition to the e-bulletins, a Chelmsford Business Facebook page and Chelmsford Business Twitter account are active communication tools. Paper copy business newsletters were stopped during 2020. In the Autumn of 2022 a business survey will be sent to all businesses on the database. The ED Team regular attend and present at forums and events and a review of how we engage with our businesses going forward is underway. Ongoing.	01/04/2020	31/03/2024	

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OCOP M2.3	Facilitate the creation of successful start-ups, using support available provided to unemployed/recently made redundant	David Green	Stuart Graham	Active	✔ On Track	Support for business start ups is currently being provided through the Council's business support partners COLBEA and BEST. This has included courses for unemployed and recently made redundant residents. Support for start ups is being enhanced for a 12 month period through the North and Mid Essex Business Support Programme which went live in Autumn 2021. There continues to be a range of Jobs and Skills Fairs which the City Council supports. Other initiatives include the provision of up to date information to support business with recruitment. The City Council and the North Essex Economic Board are working towards extending provision into 23/24. These initiatives are ongoing.	01/04/2020	31/03/2024	

**OCOP N Encourage participation in local democracy, increase representation of community interests and expand volunteering programmes**

OCOP N1 Develop plans to increase active participation by local people in the democratic process, including ways for people to be better represented at local level									
OCOP N1.1	Undertake a Community Governance Review and examine options to introduce parish/community councils for those areas currently unparished	Louise Goodwin	Lorraine Browne	Active	✔ On Track	Final recommendations from the Community Governance Review have been approved by Full Council and the formal decision making process is complete. The community governance order has been formally made. The Council is implementing the final recommendations including making arrangements for the creation of two new councils from 1st April 2023. Shadow Councils are now up and running and various other activities underway to facilitate the changes determined by Members during the review. Progress reports will be made periodically to the working group as necessary and the review is on target to be fully completed in 2023.	09/12/2020	31/03/2023	
OCOP N1.2	Promote standing for election as a parish councillor with a view to increasing available pool of parish councillors and contested polls for vacancies and elections	Louise Goodwin	Lorraine Browne	Active	✔ On Track	Work began on this priority in early 2020, with updates to the website, video animations and promotional activity delivered as planned. Due to Covid-19 restrictions some of the activities were put on hold e.g. outreach activities involving external partners. Due to other priorities and limited resources within the Elections Team these will resume when possible. Working with the Communications Team, further planned promotional activities are being put in place in view of the parish tier elections in 2023. These will be reported into the Connectivity and Local Democracy Working Group Winter 2022/23.	06/01/2020	31/03/2023	
OCOP N1.3	Increase the number of Council meetings that are live-streamed	Louise Goodwin	Lorraine Browne	Active	✔ On Track	As a result of the temporary legal power for the Council to hold remote meetings, all committee meetings moved to the Teams platform and were webcast from May 2020. Since the legal power lapsed in May 2021, Council meetings resumed in person, and are now webcast where there is sufficient public interest (Council, Cabinet, Planning Committee and Chelmsford Policy Board). Webcasting facilities have been updated and the webcasting arrangements for meetings have been updated. The Government's response and timeframe for requisite changes to reintroduce the legal powers enabling the Council to resume remote (and/or hybrid) committee meetings are awaited. It is not known whether this will happen at all.	04/04/2020	31/03/2023	



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OCOP N2 Extend the current volunteering programmes and promote schemes to encourage people, businesses, schools and local organisations to get more involved in, and take greater responsibility for, improving the quality of their local environment									
OCOP N2.1	Raise the profile of the existing 'Love Your Chelmsford' programme, with a wider range of community engagement activities linked to the Love Your Chelmsford concept	Keith Nicholson	Tim Eaton Fearn	Active	✔ On Track	A number of high profile initiatives such as 'Green Careers', 'Litter Kit Loans', 'Cleaner Essex Group' campaigns, education media films, have been undertaken as part of the programme to encourage and foster community engagement, a sense of ownership, and on-going participation, leading to long term behavioural change. Ongoing.	31/07/2020	31/03/2024	

Active	94	76%	Critical	0	0%
Complete	30	24%	Needs Attention	3	2%
			On Track	107	86%
			Not Due To Start	5	4%
			On Hold	9	7%
				124	100%