



Chelmsford City Council Overview and Scrutiny Committee

15 September 2025

Our Chelmsford Our Plan – Progress Report

Report by:
Chief Executive

Officer Contacts:

Paul Brookes, Director of Sustainable Communities paul.brookes@chelmsford.gov.uk

Louise Goodwin, Director of Connected Chelmsford louise.goodwin@chelmsford.gov.uk

Keith Nicholson, Director of Public Places, keith.nicholson@chelmsford.gov.uk

Purpose

This report outlines the progress made to date in implementing the strategic 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'.

1. Introduction

- 1.1 'Our Chelmsford Our Plan' was originally adopted by Cabinet on 22 January 2020 and refreshed with renewed priorities at Council on 6 December 2023. The Plan sets out the strategic direction for the City Council and the actions to be taken to facilitate a fairer, greener and more connected place at the heart of Essex, recognised as a leading regional centre and destination in the East of England.

1.2 'Our Chelmsford Our Plan' highlights three core ambitions supported by nine strategic priorities:

A fairer and more inclusive place

Promoting sustainable and environmentally responsible growth to stimulate a vibrant, balanced economy, a fairer society and provide more homes of all types	A Set out the approach and planning principles to guide housing and economic growth, promoting sustainable development and helping to create greener, fairer and more connected communities B Put in place measures to help tackle local housing needs so everyone can aspire to having a home that they can afford, and which helps address the causes and mitigate the impact of homelessness C Promote the area as a place for investment and business location, encouraging the creation of a wider range of jobs and excellence in education, skills and vocational attainment, thereby improving income equality
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A greener and safer place

Creating a distinctive sense of place, making the area more attractive, promoting its green credentials, and ensuring that people and communities are safe	D Lower energy consumption, reduce waste, carbon and greenhouse gas emissions, and improve air quality, creating a more sustainable approach to growth, development and everyday living E Protect, expand and improve the quality and accessibility of green spaces, improving habitat value and increasing biodiversity F Improve the environmental quality, attractiveness, safety, leisure and recreational potential of public spaces, green areas, rivers and waterways
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A more connected place

Bringing people together and working in partnership to encourage healthy, active lives, building stronger, more resilient communities so that people feel proud to live, work and study in the area	G Improve opportunities for adults and children to live well, reducing health inequalities and social isolation, so that they can enjoy a healthy, safe and fulfilling life H Help create a network of amenities and community facilities providing opportunities and access for people of all backgrounds to engage in healthy, active and socially connected lifestyles I Celebrate Chelmsford as a culturally ambitious place providing opportunities for people to engage creatively and productively within their communities
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1.3 The Plan focuses on outcomes, also describing what success might look like. The key outcomes identified include:

- ☒ Bringing investment into the area, together with an increase in skills, jobs, and overall employment

- ☑ Meeting the demand for new homes 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 social, community and environmental benefits that are sustainable over time
 - ☑ Protecting and enhancing wildlife, habitats, and landscapes, 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 preserve natural resources
 - ☑ Promoting physical and mental wellbeing and reducing social isolation
 - ☑ 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
 - ☑ Engaging with local communities and fostering strong relationships, knowing that more can be achieved by working together
- 1.4 Around fifty strategic actions are identified to support the delivery of the Plan, to ensure the ambitions and priorities identified are realised and the outcomes expected achieved as far as possible. These are a combination of short, medium and longer-term actions, often interrelated; some resource intensive, others reliant on a more collaborative way of working.
- 1.5 The progress on achieving these strategic actions is set out in **Appendix 1**. This represents a 'snapshot' of the position on 31 August 2025. Actions are grouped by priority theme.

2. Progress to date

- 2.1. Overall, the Council has made significant progress in delivering the key activities and strategic actions identified in the Plan, despite a very challenging financial climate.
- 2.2. More recently the proposed devolution of powers and decision-making to a combined authority for Essex and announcement of plans for local government reorganisation, including the creation of unitary authorities, has, to a certain extent, hindered some medium to longer-term planning.

2.3. Despite this uncertainty, areas of particular note where significant progress has been achieved include:

- Development masterplans approved for all five major housing growth sites
- The Development Framework for the Chelmsford Garden Community development was approved in January 2023, subject to completion of the Infrastructure Delivery Plan and Planning Framework Agreement. Planning applications for Zone 1, Zone 3 and the northern radial distributor road are due to be considered in autumn 2025
- New access road and bridge [Bow Bridge] completed and opened in July 2025 – this is first element of the key infrastructure needed to realise the full development potential of the Chelmer Waterside [former Gas Works] growth site allowing the provision of up to 450 new homes rather than being limited to around 50-150 units
- Beaulieu Park station completed and scheduled to be fully operation in late October 2025
- The Chelmsford Housing Strategy 2022 – 2027 sets out the approach towards achieving a better, more balanced supply of homes that meet the Council's statutory duties and the City's strategic housing needs. The Annual Housing Report provides a summary of key actions undertaken in this regard [Table 6] [item-10-annual-report-of-key-housing-delivery-statistics.pdf](#) This was considered at Overview and Scrutiny Committee on 10 March 2025
- A new Homelessness and Rough Sleeping Strategy for the period 2025-30 being considered by Cabinet on 10 September 2025
- To increase the supply and improve the mix and tenure of affordable housing the Council have worked with CHESS to provide 24 additional units for homeless individuals, partnered with CHP to use the Local Authority Housing Fund to acquire an additional 30 family homes to reduce pressure on temporary accommodation, and worked with Sanctuary and Safer Places to secure 100 supported housing units
- Public realm improvements to Tindall Square and the northern section of High Street completed. This included the removal of vehicular traffic and the creation of new cycleway routes
- The North Essex Economic Board has delivered a range of business support and skills activities during 2024 and 2025 supporting over 600 businesses. Current focus is on support for entrepreneurs with a range of support events planned across North Essex www.neeb.org.uk
- New 'Invest Chelmsford' website launched in February 2025 www.investchelmsford.co.uk
- Co-working and serviced office space created in the Coval Lane building including on-site business support services provider by the 'Let's Do Business' group www.thecoval.co.uk

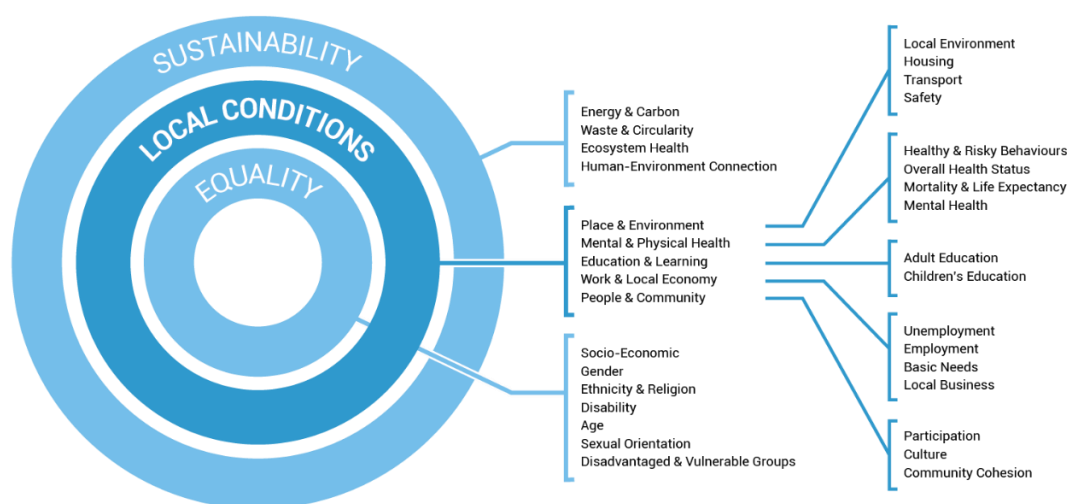
- Site [land north of Baker's Lane] acquired for the provision of a new cemetery and crematorium. Planning and design works are now proceeding at pace to support a business case for the project to be considered by Cabinet in late 2025
 - Actions in relation to the Climate and Ecological Emergency and the Council's biodiversity duties now prescribed by the Environment Act 2021. were comprehensively reviewed at the 'inform and debate' session at Overview and Scrutiny Committee earlier this year [10 March 2025]. This also highlighted that significant progress had been made on reducing greenhouse gas emissions, particularly from the Council's vehicle fleet
 - Waste Strategy for Essex for the period 2024-2054 agreed by the Essex Waste Partnership
<https://www.loveessex.org/sites/default/files/4567776/2024-07/Waste%20Strategy%20for%20Essex.pdf>
 - Continued investment in sports and leisure facilities [South Woodham Ferrers Leisure Centre, Chelmsford Sports and Athletics Centre and currently Dovdale Sports Centre] has resulted in record levels of use and improved customer satisfaction ratings
 - Continued investment in cultural and heritage assets, including the theatre and museum, helping to transform them into highly accessible community hubs with wide ranging programmes of activity
 - 'Love Your Chelmsford' has been developed as a point of reference for 'all things green', providing inspiration, advice and opportunities to access and participate in a programme of community activities and events as well as offering an extensive volunteering programme for all sectors of the community and businesses <https://loveyourchelmsford.co.uk/>
- 2.4. Really good progress has been made on the Local Plan review, with all consultation stages complete and the draft plan being prepared ready for submission for inspection in December 2025 / January 2026. However, with the Government announcing a new standard method formula for the calculation of local housing need in December 2024 [which increased the housing need assessment for Chelmsford by 59%], together with the cancellation in August of the A12 widening scheme and the withdrawal of some planning applications on key housing sites, means that draft plan does not now satisfy the requirement to demonstrate a deliverable 5-year housing land supply. The Council is assessing the implications of these announcements and events which could delay the submission of the draft plan. All these factors are entirely outside the City Council's control.
- 2.5. More limited progress has been made in respect of improving flood resilience in Chelmsford. This is an Environment Agency-led partnership project which has been subject to prolonged delays for various reasons. Whilst the scope and nature and the essential components of a scheme have been identified and agreed and updated flood modelling undertaken to take into account the latest

impacts of climate change, an outline business case is not due to be considered by the Environment Agency for project approval until December 2026.

3. Measuring / monitoring progress

3.1 The Thriving Places Index¹ is the most comprehensive, nationally published guide that allows a better understanding of the conditions that need to prevail to allow a place [and the communities within it] to grow in a fair and sustainable way, whilst also facilitating the improved health and wellbeing of people in the locality; essentially posing three key questions:

- Are the right local conditions being created for people to thrive?
- Is this being done fairly, so everyone can thrive?
- Is this being done sustainably, so current and future generations can thrive?



3.2 It provides a framework, range of data and evidence for factors that are considered fundamental to health and wellbeing, such as good health services, secure livelihoods, decent housing, social connections and support, opportunities for learning, green spaces and clean air. The Index draws on a broad set of indicators from sources such as the Office for National Statistics, Public Health England, Department for Environment, Food and Rural Affairs, Department for Transport, Ministry of Justice, Index of Multiple Deprivation and Nomis [Official Census and Labour Market Statistics].

3.3 The research and evidence attained through the Thriving Places Index has been used to inform the overall ambitions, priorities and strategic actions of Our Chelmsford our Plan.

3.4 It should be noted that the Thriving Places Index is not a performance measurement tool or a 'scorecard' as such, but a diagnostic tool used to map

¹ Centre for Thriving Places [About the Thriving Places Index - Centre for Thriving Places](#)

and target inequalities, to help build infrastructure to support places and communities and provide a way of gauging impacts.

- 3.5 In the most recent assessment [2024] Chelmsford 'scored' 5.82 for local conditions, 5.67 for equality and 5.38 for sustainability – local conditions and equality being above the England Average, sustainability being around the England average. The equality and sustainability 'scores' are much higher than in 2022. Local conditions rated marginally lower.
- 3.6 The value of the data and the evidence provided by the Thriving Places Index is that it enables a greater understanding of the drivers behind the scores and an insight into what measures / actions could be taken to improve the scores where needed. To this end a more detailed assessment for Chelmsford, Braintree and Maldon was commissioned through the Mid Essex Alliance Inequality Fund to provide a focus on four key areas – healthy housing [including affordability], economic wellbeing, rural connectedness and thriving childhoods.
- 3.7 Other key measures used to monitor the progress of Our Chelmsford Our Plan at a strategic level include:
 - The Authority Monitoring Report which reviews the production of the Council's Local Plan Documents against the Local Development Scheme (LDS) and monitors the performance and effectiveness of the Council's planning policies in delivering the key objectives of the Local Plan [Latest version published in November 2024 [AMR 2022-2023.cdr](#)]
 - Annual Report of Key Housing Delivery [reviewed in detail at meeting of Overview and Scrutiny Committee on 10 March 2025]
 - Annual report by the Safer Chelmsford Partnership and Essex Police [reviewed in detail at meeting of Overview and Scrutiny Committee on 10 February 2025]
 - Greenhouse gas emissions report [reviewed in detail at meeting of Overview and Scrutiny Committee on 10 March 2025]
 - Air Quality Monitoring Plan [published on the City Council website]
 - Waste Data Flow [includes national indicators, also comparison data through the Essex Waste Partnership]
 - The Green Flag quality accreditation scheme which sets the benchmark standard for the management, maintenance and accessibility of parks, green spaces and outdoor recreational spaces in the UK [Chelmsford currently has 18 locations accredited to the Green Flag standard, comprising 21 individual parks and green spaces]

4. Conclusion

- 4.1 Despite the financial and organisation challenges faced, substantial progress has been in delivering a wide range of actions that will contribute towards achieving the ambitions and priorities in 'Our Chelmsford Our Plan'.
- 4.2 The Overview and Scrutiny Committee is invited to review the progress that the City Council has made in delivering the ambitions and priorities set out in 'Our Chelmsford, Our Plan'.

List of appendices:

- Appendix 1 – Strategic actions – summary of progress

Background papers:

- Our Chelmsford Our Plan [February 2024]

Corporate Implications

Legal/Constitutional:

This report to Overview and Scrutiny Committee enables the Committee to fulfil its function in accordance with 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 revenue and capital budget monitoring reports

Potential impact on climate change and the environment:

'Our Chelmsford Our Plan' includes a number of strategic actions which focus specifically on the response to the Climate and Ecological Emergency declared in 2019 and the Council's biodiversity duties now stipulated under the Environment Act 2021

Contribution toward achieving a net zero carbon position by 2030:

'Our Chelmsford Our Plan' includes a number of strategic actions that will contribute to achieving a net zero carbon position for the Council's operations and activities by 2030

Personnel:

There are no specific human resources 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:

There are no specific digital services implications associated with this report

Other: None

Consultees:

Directors and Service Managers across all Council services

Strategic actions – summary of progress

Our Chelmsford Our Plan

Strategic actions:		Targets for achievement / milestone	Progress update at August 2025
Priority A	Set out the approach and planning principles to guide housing and economic growth, promoting sustainable development and helping to create greener, fairer and more connected communities		
	Strategic actions:		
A1	Promote significant plan-led growth including the development of a new Garden Community in North East Chelmsford and other strategic development sites to deliver new homes, employment opportunities, sustainable transport links, high quality green space and easily accessible community and recreational facilities.		
	> Agree and complete Planning Framework Legal Agreement 1 (PFA1) with the Developer Consortium for the NE Chelmsford Garden Community and Essex County Council	Engrossment of legal agreement	Planning Framework Agreements 1 and 2 have been consolidated into one document. Final stage of legal drafting underway. Key principles and clauses agreed. Cancellation of the A12 widening project requires changes to relevant clauses which are currently being agreed with the parties concerned
	> Consider the final Infrastructure Delivery Plan (IDP) and accompanying Viability Assessment for approval	Delegated approval by Director of Sustainable Communities	Infrastructure Delivery Plan substantially agreed between parties. Awaiting finalisation of costs and delivery responsibility of A12 J19 Interim Scheme as result of the cancellation of the A12 widening project
	> Agree and complete Planning Framework legal Agreement 2 (PFA2) with Developer Consortium for the NE Chelmsford Garden Community and Essex County Council	Engrossment of legal agreement	Planning Framework Agreements 1 and 2 have been consolidated into one document
	> Consideration planning applications for Zones 1, 2 and 3 of the NE Chelmsford Garden Community for 6,250 homes, employment, community facilities and supporting infrastructure	Planning Committee for resolution to grant permission subject to S106 legal agreements	Zones 1 and 3 originally scheduled for 22 July Planning Committee. Cancellation of the A12 widening project required these to be withdrawn from consideration pending A12 J19 interim scheme to be agreed. Earliest date anticipated date for Planning Committee October 2025. Zone 2 application scheduled for consideration by Planning Committee early 2026.
	> Completion of Site Specific Section 106 Legal Agreements on outline planning applications	Delegated approval by Director of Sustainable Communities	Each site specific s106 agreement will be finalised within 6 months of resolution to approve of respective Zone at Planning Committee
	> Consideration of first Reserved Matters planning applications	Delegated approval by Director of Sustainable Communities	First Reserved Matters applications for Zones 1 and 3 expected to be considered in Summer 2026
	> Development of Zone 3 of the North East Chelmsford Garden Community commences	Pre-commencement conditions discharged	Now projected for 2027/28
	> Development of Zone 1 of the North East Chelmsford Garden Community commences	Pre-commencement conditions discharged	Now projected for 2027/28
	> Development of Zone 2 of the North East Chelmsford Garden Community commences	Pre-commencement conditions discharged	Now projected for 2027/28
A2	Encourage a net zero carbon future for new development in Chelmsford seeking to mitigate the impacts of, and adapt to climate change, and to promote the sustainable use of natural resources through updated planning policies within the review of the Local Plan.		
	> Assess representations made to the net zero and sustainability policies within the Preferred Options Local Plan consultation	Consultation Feedback report to Chelmsford Policy Board	Consultation feedback presented to Policy Board in June 2025
	> Amend net zero and sustainability policies ahead of final Pre-Submission Local Plan	Finalise any changes to policies ahead Local Plan being considered at Chelmsford Policy Board	Minor changes undertaken for Pre-Submission Local Plan Consultation Feb-March 2025
	> Consultation on Pre-Submission Local Plan	Complete consultation	Completed March 2025
	> Submit Local Plan for Independent Examination	Agreement by Full Council	Local Plan timetable being reassessed as result of the cancellation of the A12 widening scheme and removal of sites from five year housing land supply. Policy Board to consider on 25 September 2025
	> Independent Examination of Local Plan	Examination Hearings completed	Timing dependent on agreement of reassessed Local Plan timetable
	> Consideration of any Main Modifications from Inspector	Undertake consultation on any Main Modifications	Timing dependent on agreement of reassessed Local Plan timetable
	> Adoption of updated net zero planning policies	Receipt of final Inspector's Report and agreement to adopt at Full Council	Timing dependent on agreement of reassessed Local Plan timetable
A3	Put in place planning policies and ensure the strategic use of planning obligations and infrastructure levies to ensure the provision of new and improved services and facilities, for example new education and healthcare services, green spaces, strategic sports and recreation facilities, commensurate with City growth.		

Our Chelmsford Our Plan

Strategic actions:		Targets for achievement / milestone	Progress update at August 2025
	> Assess representations made in relation to planning policies and obligations to secure new infrastructure within the Preferred Options Local Plan consultation	Consultation Feedback report to Chelmsford Policy Board	Completed February 2025
	> Finalise Infrastructure scope and viability	Finalise Infrastructure Delivery Plan (IDP) and Local Plan Viability Assessment.	Final versions being developed to align with amended Local Plan timetable
	> Amend infrastructure and obligation policies within final Pre-Submission Local Plan and changes to Planning Obligations SPD	Finalise any changes to policies ahead Local Plan being considered at Chelmsford Policy Board	Completed January 2025
	> Consultation on Pre-Submission Local Plan	Complete consultation	Undertaken February - March 2025
	> Submit Local Plan for Independent Examination	Agreement by Full Council	Local Plan timetable being reassessed as result of A12 widening scheme cancellation and removal of sites from five year housing land supply. Policy Board to consider on 25 September 2025
	> Independent Examination of Local Plan	Examination Hearings completed	Dependent on agreement of reassessed Local Plan timetable
	> Consideration of any Main Modifications from Inspector	Undertake consultation on any Main Modifications	Dependent on agreement of reassessed Local Plan timetable
	> Adoption of infrastructure and obligation planning policies	Receipt of final Inspector's Report and agreement to adopt at Full Council.	Dependent on agreement of reassessed Local Plan timetable
A4	Promote the Livewell Developer Charter and Accreditation Scheme to maximise the public health benefits of new residential developments and improve the health and social wellbeing of new communities.		
	> Work with Essex County Council and Essex Planning Officers' Association to promote the Livewell Development Charter	Restart developer accreditation scheme.	In development, no confirmed restart date
	> Collaborate with ECC Health in Planning lead to keep the information material on the Livewell Developer Charter and Accreditation Scheme current and relevant. Update the Essex Design Guide webpage with the latest information	Reviewed and updated information materials on the Essex Design Guide webpage	The EPOA has endorsed an approach of developing a planning and health protocol. This is still under development and dependent on engagement of all parties.
A5	Continue to position and promote Chelmsford City Centre as a leading shopping and leisure destination, with an enhanced mix of vibrant and successful retail, business, leisure, cultural and residential uses.		
	> Prepare new planning policies in Local Plan to promote Chelmsford City Centre	Adoption of the Local Plan as per timetable in A2 and A3	Dependent on agreement of reassessed Local Plan timetable
	> Scope new City Centre Strategy SPD	Scoping document prepared	Consultants yet to be engaged. Dependent on availability of resources
A6	Promote more active forms of travel such as walking and cycling and encourage greater connectivity between different modes of transport and public transport providers.		
	> Prepare new planning policies to promote active and sustainable transport in new development allocations	Adoption of the Local Plan as per timetable in A2 and A3	Dependent on agreement of reassessed Local Plan timetable
	> Use liaison meetings (so-called 5-a-side) involving Chelmsford City Council and Essex County Council Members to ensure effective planning, co-ordination and connectivity between different modes of transport and active forms of travel	Quarterly meetings diarised	Agreement from ECC to reinstate, date to be agreed. Officer meeting held August '25.
A7	Secure land to provide 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.		
	> Acquire suitable land to accommodate interments for at least the next 50 years and allow the construction of new crematorium	Option to purchase subject to planning consent in place	The conditional contract for the purchase of this land has now been agreed.
	> Develop the design of the cemetery and crematorium to RIBA Stage 3 for submission of planning application	All design matters resolved ready for submission of planning application	Specialist advisors for bereavement design, planning and development [CDS Ltd] appointed in July 2025 following procurement exercise - their work will take the project to RIBA Stage 3+ including the submission of a detailed planning application
	> Secure planning consent for the proposed cemetery and crematorium	Full planning consent in place	
	> Develop the detailed design of the cemetery and crematorium to RIBA Stage 4 ready for procurement of construction works	Detailed design and specifications completed and documents prepared for competitive tender	
	> Undertake procurement for the construction of the new cemetery and crematorium	Contractor appointed for construction [assuming works procured by open tender]	
	> Lay out and construct infrastructure for areas to be used for interments [phased]	Main infrastructure complete and first phase of cemetery laid out	
	> Construction of crematorium, ancillary facilities and services	Construction complete and new facility commissioned ready for opening and operation	

Our Chelmsford Our Plan

Strategic actions:		Targets for achievement / milestone	Progress update at August 2025
Priority B	Put in place measures to help tackle local housing needs so everyone can aspire to having a home that they can afford, and which help address the causes of, and mitigate the impacts of, homelessness		
	Strategic actions:		
B8	Work with developers and other providers to increase the supply of affordable homes and to achieve the balance of dwelling types identified in the Strategic Housing Needs Assessment.		
	> Work with Homes England to secure further investment in the delivery of affordable homes to meet housing need	Quarterly meetings with Homes England Investment Manager	Strategic investment meeting arranged with Homes England 15 September 2025
	> Maximise registered provider led development and establish new partnerships to maximise housing supply	Establish quarterly meetings with developing Registered Providers	On-going meetings taking place with individual Registered Providers
	> Identify exception site opportunities after submission of the Local Plan for Independent Examination to increase the supply of affordable homes	Review of SHELAA sites and contacting landowners	Completed in September 2024
B9	Redevelop derelict and brownfield land in the Council’s ownership at Chelmer Waterside area, including the former gas works site, Lockside and Baddow Road Car Park, to create a new urban neighbourhood of potentially 1,000 new homes, benefitting from its waterfront setting and sustainable connections to the City Centre.		
	> Complete the relocation of the gas pressure reduction system in order to maximise the development potential of the Chelmer Waterside site	New GPRS operational and old GPRS decommissioned	Works are progressing and are due to complete in April 2026.
	> Complete and open the new access road and bridge in order to maximise the development potential of the Chelmer Waterside site	New access road and bridge completed and opened	Bow Bridge Road opened on 11th July 2025.
	> Undertake a procurement exercise to select a 'development partner' for the Chelmer Waterside site	Marketing agents and PCR Regs legal advisors appointed, opportunity marketed, developer selected and development agreement in place.	The tender notice for this opportunity has now been issued, which will include detailed vetting of returns, with the final award expected to be made early in 2026.
	> Construction of Chelmer Waterside	Development likely to be phased over the period 2028 to 2035	Following the final award in 2026 work will begin on preparing the planning application.
B10	Redevelop the former Riverside pools site and car parks at Waterloo Lane to create new homes with complementary ground floor uses, including the re-provision of short-stay car parking.		
	> Secure planning consent for mixed use development, including the replacement of existing public car parking	Pre-application discussions Dec 2025 - planning application to be determined early in 2026	Given the viability challenges of this development plans are being considered to use the land as a car park in the short term
	> Undertake a procurement exercise to select a 'development partner' for the Waterloo Lane site		As the land will now be used as a car park a development partner sill not be appointed
	> Commence construction on Waterloo Lane site	Planning permission will be sort during 2026	The appointment of a contractor will be progressed once planning has been achieved.
B11	Develop surplus land in the City Council’s ownership to increase the supply of affordable homes and encourage and enable local registered providers of social housing to do the same.		
	> Secure planning consent for the development on a range of small sites in the Council's ownership that are surplus to requirements	Planning consent achieved for six sites to be redeveloped for affordable housing	Planning permission has been granted for development on all sites totalling 56 units
	> Once planning consent achieved make arrangements for the development of affordable housing on a range of small sites in the Council ownership that are surplus to requirements	Transfer in progress of six sites to the Guinness Partnership for construction of up to 56 affordable homes	Guinness have tendered the project and are seeking board approval to enter contracts for the delivery of these properties.
	> Secure planning consent for potential development site at George Street and then negotiate a transfer to a registered social housing provider for build out of new homes	Planning Permission for 15 affordable homes granted in April 2024	Terms have been agreed to transfer the land to CHP for the development of social rented property.
	> Undertake an options appraisal to consider the future development potential of the car park and adjacent land at Meteor Way	Possible use for temporary accommodation in short term	Progressing with 22 temporary accommodation units. Planning Application submitted. £240k Brownfield Release Funding secured.
B12	Acquire land to support the supply of additional affordable homes.		
	> Identify and purchase land to be used for the provision of affordable homes under the 'exception site policy'	The Land at Boreham has now been acquired.	A memorandum of understanding has been agreed with CHP who will now take the site forward through planning
B13	Work with registered providers, private landlords and property owners to ensure the most effective use of affordable rented housing in the area and to bring long-term empty homes and vacant premises back into use.		
	> Explore opportunities to remove perpetrators of domestic abuse from social housing to prevent homelessness	Clarify legal issues, engage support from police and RPs, reduce homelessness caused by DA for tenants of social housing	Completed - New scheme for perpetrators provided by Cranstoun in place

Our Chelmsford Our Plan

	Strategic actions:	Targets for achievement / milestone	Progress update at August 2025
	> Work with CHP to encourage them to put in place a plan for optimising the use of existing and new housing stock, including reducing levels of under-occupation of social housing	Identification of levels of under-occupation by CHP, develop policies and practice to reduce this	Under-occupation identified c.500 homes, policy agreed in principle, site identified for supply.
	> Implement a strategy and programme to bring long-term empty homes and vacant premises back into use	Carry out review of all empty homes, identifying those properties that are priority to bring back into use, including the proposed approach to do so	Review of Empty Homes approach completed and approved by Cabinet in June 2025.
B14	Strengthen collaborative working and expand the range of services provided to prevent the main causes of homelessness.		
	> Develop a new Homelessness and Rough Sleeping Strategy for the period 2025 to 2029	Strategy to be approved by Council	Policy being presented for approval to Cabinet 10/9/25
B15	Review all policies and working practices in respect of the Council’s legal duties to those who are homeless.		
	> Use of private rented homes as alternative solution to affordable homes for Council's duty to provide settled accommodation	Introduce 'Private Rented Sector Offer' policy	Completed
	> Review and update policies for acquisition and use of temporary accommodation	New Temporary Accommodation Placement and Procurement Policy in place	Completed
	> Renew Tenancy Strategy to inform Allocations Policy	New strategy to be in place before current one expires in 2024	Completed
	> Introduce policy for non-cooperation with homelessness investigations	To be approved by Cabinet before the end of 2024	Delayed due to legal issues, revised date Jan 2026
	> Comply with regulations for the setting of rents for Temporary Accommodation to improve collection and enable more effective enforcement	Temporary Accommodation rent and charging policy to be approved and implemented	Completed. New rent policy in effect from 1/4/25. Review being held Sept '25
B16	In collaboration with registered providers and other agencies improve the supply of, and reduce the cost of, temporary and other specialist accommodation required to meet the Council’s legal duties to those at risk due to homelessness.		
	> Put in place new arrangements to secure nightly let temporary accommodation on improved terms	Procurement of medium term supply at fixed rate of nightly lets	Completed
	> Expand existing Accommodation for Ex-Offenders scheme for single homeless needing support	9 additional units created	Completed
	> Increase accommodation for vulnerable homeless / rough sleepers in place of temporary accommodation	15 additional units provided by CHESS	Turning Point development completed and operational
	> Secure temporary accommodation for families at lower cost	12 units with Sanctuary (AKH)	Completed
	> Increase supply of registered provider family accommodation	10 units (CHP)	LAHF 2 completed LAHF 3 ongoing providing an additional 10 units.
B17	Continue to support initiatives that prevent the need to sleep rough in Chelmsford and put in place measures that deal with any anti-social behaviour that may arise from rough sleeping.		
	> Implement a programme with community safety partners to provide help and assistance, and appropriate use of the tools and powers under the Anti-Social Behaviour, Crime and Policing Act 2014 to provide enforcement	Reporting back at monthly Community safety Hub Tasking, bi-monthly Homeless Forum and team around the person meetings, and One Chelmsford Board. Focussed days of action (inc bedding sweeps) and night of action for support (working with Chelmsford Against Slavery Partnership)	Reporting completed for 24/25. This is ongoing and will continue for 25/26
	> Review and renew existing partnership approach to tackle rough sleeping	Renewal and further development of Rough Sleeper Initiative work with ECC, neighbouring districts and CHESS	To be reviewed as LGR issue in 2026
Priority C	Promote the area as a place for investment and business location, encouraging the creation of a wider range of jobs and excellence in education, skills and vocational attainment, thereby improving income equality		
C18	Prepare a new Chelmsford Economic Strategy that complements the Local Plan and sets out the Council’s approach to the delivery of business support, skills development, inward investment and enhancing the visitor economy.		

Our Chelmsford Our Plan

Strategic actions:		Targets for achievement / milestone	Progress update at August 2025
> Draft new Chelmsford Economic Strategy for consultation and subsequent adoption by the Council		Consultation draft prepared	This work is currently paused awaiting further clarity on the devolution proposals and the economic development strategy role of the new combined authority. The Mayoral Combined County Authority will have responsibility for preparing a Local Growth Plan which is likely to include economic strategy. Following Local Governement Reorganisation, if required, a new Economic Strategy may be prepared by the new unitary authority that includes Chelmsford
	> Undertake consultation on the draft Chelmsford Economic Strategy	Consultation with local businesses	This work is currently paused awaiting further clarity on the devolution proposals and the economic development strategy role of the new combined authority. The Mayoral Combined County Authority will have responsibility for preparing a Local Growth Plan which is likely to include economic strategy. Following Local Governement Reorganisation, if required, a new Economic Strategy may be prepared by the new unitary authority that includes Chelmsford
	> Adopt the Chelmsford Economic Strategy	Adoption by CCC Cabinet	This work is currently paused awaiting further clarity on the devolution proposals and the economic development strategy role of the new combined authority. The Mayoral Combined County Authority will have responsibility for preparing a Local Growth Plan which is likely to include economic strategy. Following Local Governement Reorganisation, if required, a new Economic Strategy may be prepared by the new unitary authority that includes Chelmsford
C19	Work collaboratively across North Essex to implement the North Essex Economic Strategy and Delivery Plan.		
	> Establish governance arrangements for the North Essex Economic Board and its relationship within North Essex Councils	NEEB Partnership agreement adopted by CCC Cabinet.	The North Essex Economic Board has adopted an Economic Strategy and Action Plan. The NEEB Partnership Agreement was adopted by Cabinet in July 2024.
	> Deliver the 2024/25 Business Support Programme and NEEB Economic Strategy Action Plan	24/25 business support programme implemented and KPIs reported.	The North Essex Economic Board has delivered a range of business support and skills activities during 2024/2025 supporting over 600 businesses. The 2025/2026 NEEB support is focusing on supporting entrepreneurs and it has commissioned 'the Consortium' to deliver NEEB Link and a range of support events across North Essex. Further information is available at www.neeb.org.uk
	> Prepare a future years action plan to support businesses across North Essex	New Action Plan for business support programme developed by NEEB and ready for implementation by 1st April 2025.	The North Essex Economic Board has delivered a range of business support and skills activities during 2024/2025 supporting over 600 businesses. The 2025/2026 NEEB support is focusing on supporting entrepreneurs and it has commissioned 'the Consortium' to deliver NEEB Link and a range of support events across North Essex. Further information is available at www.neeb.org.uk
C20	Work with businesses and education providers to identify skills gaps and develop initiatives to improve educational and vocational attainment.		
	> Deliver Skills Fest 2024 and plan for future Skills Fest events	Successful Skills Fest with 1,000 + Year 8 attendees from local secondary schools. Funding for 25/26 secured.	Skills Fest 2025 delivered on 26th June 2025 attended by circa 1,500 year 8 pupils from all Chelmsford secondary schools. The events was sponsored by ECC, Morgan Sindall and NEEB. Preparations are under way for the 2026 Festival.
	> Engage with the Local Skills Improvement Plan through engagement with Essex Chambers of Commerce and Chelmsford College Stakeholder Committee to identify programmes of support that assist local business	Support programmes in place	This work is ongoing. The LSIP is likely to be overseen by the Mayoral Combined County Authority from May 2026. The City Council continues to work with Chelmsford College, ECC and ARU to identify opportunities. Some UKPSF funding for 25/26 is being used to support some skills based initiatives.

Our Chelmsford Our Plan

Strategic actions:		Targets for achievement / milestone	Progress update at August 2025
> Alongside ECC identify skills programmes that utilise the Longfield Solar Funding S106 planning obligation payments		Funding and skills delivery strategy agreed	The final draft of the Skills and Employment plan has been signed off. Initially it was not going to be finalised until the main contractors had been appointed but ultimately it was required for the proposals to be signed off before the formal discharge of the obligation.
> Identify business skills related issues through Local Skills Improvement Plans and the new Essex Skills Board		Include skills questions within 2024 Chelmsford Business Survey and work with Essex Chambers to deliver Local Skills Improvement Plan activity and identify priorities within the remit of the Essex Skills Board	This work is ongoing. The LSIP is likely to be overseen by the Mayoral Combined County Authority from May 2026. The City Council continues to work with Chelmsford College, ECC and ARU to identify opportunities. Some UKPSF funding for 25/26 is being used to support some skills based initiatives.
C21	Promote Chelmsford as a location for business investment focusing on technology and innovation, business services, creative and digital industries.		
	> Work with Teledyne and other advanced manufacturing businesses alongside ECC to develop opportunities to support Chelmsford's innovative businesses	Tech Ambassadors, or alternative relaunched	This work is on-going. ECC launched the Essex Tech 50 in Jan 2024, which recognises innovation in the tech sector. The Economic Development team feed into this, with 12 Chelmsford businesses making the final list in 2024. There is also a linked Tech Essex network, launched in 2025, which the ED team attend.
	> Develop and launch an invest in Chelmsford website and re-branded marketing approach	Website and rebranding launched	The new Invest Chelmsford website was launched in February 2025 www.investchelmsford.co.uk. Supporting social pages (Facebook and LinkedIn) were also rebranded and launched
	> Plan for an 'Invest in Chelmsford' event to promote investments opportunities in the City	Successful event held with 100 attendees from relevant businesses, investors and developers	An event is being planned for early 2026 once there is greater clarity on LGR, the functions of the Mayoral Combined County Authority and the Local Plan is further advanced
C22	Utilise the City Council’s property assets to enable and support economic growth.		
	> Completion of Beaulieu Park Station	Land transferred back to the City Council and arrangements made for management and operation of new assets, including station car park	The Station is due to become operational in October 2025
	> Realise the regeneration, placemaking and economic growth potential of the Chelmer Waterside area	New access road and bridge completed. GPRS plant relocated to maximise site development potential. Development partner secured	Bow Bridge Road opened on 11th July 2025 and the relocation of the GPRS is scheduled for completion in April 2026. Procurement process to secure a developer for the Chelmer Waterside housing sites underway with submission deadline mid January 2026
	> Adapt and refurbish existing buildings to meet identified business and commercial needs	Vacant commercial spaces at Eagle House and Springfield Business Park refurbished and fully let	Following the refurbishment of Eagle House letting activity has been positive and expect that the building fully occupied early 2026. Terms have been agreed to let Springfield Lyons to the Ambulance Service pending NHS England approval
C23	Support the Cultural Compact to develop a long-term Destination Management Plan for the area, supported by a co-ordinated marketing and communications plan implemented with key partners, to promote Chelmsford as an attractive retail and commercial centre and as a vibrant leisure and cultural destination encouraging a wide range of visitors to the area.		
	> Collaborate with Partners: Identify and appoint a sponsor or lead organization, engage a consultant, and establish a working group to drive the initiative.	Vision, aims and objectives defined and necessary resources and support secured	Culture Chelmsford has commissioned a preliminary study to help frame a destination management plan (DMP). Chelmsford For You has been appointed to chair a steering group to lead the work on a full DMP
	> Leverage Existing Data: Provide access to council data on the visitor economy to develop a comprehensive baseline data set. This will inform long-term goals, strategies, and objectives for marketing, infrastructure, and sustainability.	Data sharing agreements between the Council and the Cultural Compact Partners and a robust baseline data set.	A survey has been issued collecting thoughts and data from key strategic stakeholders.
	> Conduct a Corporate Review: Review council policies, strategies, and physical assets to identify and remove barriers, attract investment, and support the growth of the visitor economy.	Internal report published summarising the recommended strategic actions to be taken by the City Council.	Initial work has begun to review policy on Public Art, Heritage, and Festival & Events, but full implementation to update or create strategies will now wait until the Destination Management Plan (DMP) is complete. An Arts Council-funded program will be used create opportunities for public consultation on Public Art and Heritage while DMP is being commissioned. Steering groups have been formed to oversee each area, which will lay the groundwork for the full strategies and toolkits

Our Chelmsford Our Plan

	Strategic actions:	Targets for achievement / milestone	Progress update at August 2025
	> Facilitate Strategic Partnerships: Enable access to and facilitate discussions with strategic partners to review and enhance local infrastructure, strategies, and policies. This will support the development of a district-wide, multi-stakeholder Destination Management Plan (DMP)	Destination Management Plan in place, with specific tasks and responsibilities assigned and timeline agreed. Framework set to measure progress, maintain momentum, and evaluate outcomes to ensure stakeholder collaboration for effective implementation	CEO of Culture Chelmsford has been invited to attend the One Chelmsford Board. Culture Chelmsford has commissioned a preliminary study to help frame a destination management plan (DMP). Chelmsford For You has been appointed to chair a steering group to lead the work on a full DMP
C24	Develop a car parking strategy to support the vitality and economic potential of the City Centre, matching provision to future demand for those choosing to visit for shopping, entertainment and leisure experiences, for business needs and for those living in the City Centre.		
	> Review the existing car parking strategy to take into account additional demand from housing and economic growth, changes in city centre use, consumer behaviour and travel patterns and the impact of the new rail station at Beaulieu	Refreshed strategy in place taking into account the impacts of new developments in the City Centre and changing travel patterns	Review of parking provision considered at Overview and Scrutiny Committee on 10 March 2025
	> Review the pricing policy for car parks operated by the City Council	Medium-term pricing strategy in place that reflects market demand, is responsive to market opportunities and balances the impact on the economic vitality of the City Centre, with the Council's need to maximise revenue wherever possible	Ongoing - pricing policy has been reviewed and will continue to be reviewed as the impact of current pricing and any impact of Beaulieu Station materialises
Priority D	Lower energy consumption, reduce waste, carbon and greenhouse gas emissions, and improve air quality, creating a more sustainable approach to growth, development and everyday living		
D25	Implement a range of measures to achieve the target for the Council’s operations and activities to be net-zero carbon by 2030.		
	> Implement changes to the configuration of the vehicle fleet and the way it is operated to lower carbon and greenhouse gas emissions	Switch to HVO fuel which can achieve a 90%+ reduction in carbon emissions together with the replacement of selected smaller vehicles and plant with ultra-low emission alternatives at their end of serviceable life	90%+ reduction in CO ₂ e emissions achieved by switching the majority of the vehicle fleet to run on hydrotreated vegetable oil [HVO] as an alternative to 'fossil' diesel
	> Formulate and implement a programme to decarbonise heating and cooling systems	Complete 'net-zero' technical reports for each site identifying options and possible solutions to decarbonise heating and cooling systems to then be translated into a phased implementation plan	Decarbonising heating, ventilation and cooling systems is the most challenging area of activity as technology is still developing and generally not yet fit for purpose for premises with higher demand or complex requirements. Energy and carbon audits have been commissioned for each of the Council’s offices and operating premises – 24 sites in total. These audits highlight areas of energy inefficiency and identify opportunities and options to optimise energy use, improve equipment and operational performance and will form the basis of a medium to longer-term decarbonisation programme
	> Promote initiatives and actions to improve energy efficiency and reduce energy consumption across the Council's premises and operations	Complete phased LED lighting replacement programme	The approach adopted by the Council to reduce energy consumption is multifaceted including installing solar panel arrays for ‘on-site’ electricity generation coupled with energy efficiency measures such as a comprehensive LED lighting replacement programme, installation of voltage optimisers, pump upgrades, flow restrictors, pipe insulation and other devices to reduce consumption. programme ongoing
	> Achieve Carbon Literate Organisation 'Silver' accreditation demonstrating the Council's commitment to decreasing energy and resource consumption and lowering carbon and greenhouse gas emissions from the Council's activities and operations	30% of the workforce certified as 'carbon literate' and carbon literacy integrated into performance objectives and management systems and induction / onboarding of new staff	The Council achieved Carbon Literacy Organisation ‘Bronze’ accreditation demonstrating its commitment to action on climate change and to creating a low-carbon culture. Currently 89 employees and 3 councillors have attained carbon literacy certification. The City Council was the first district council in Essex to achieve this recognition. The Council is now targeting ‘Silver’ accreditation to further embed practical carbon reduction actions and behaviours both internally and externally

Our Chelmsford Our Plan

Strategic actions:		Targets for achievement / milestone	Progress update at August 2025
D26	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.		
	> Through the Essex Waste Partnership develop a new waste strategy for the area to co-ordinate and integrate the approach to the collection, treatment and disposal of municipal waste generated from households in Essex	New strategy in place and adopted by Essex County Council in their role as waste disposal authority, with the principles and priorities supported by all waste collection authorities	Waste Strategy for Essex 2024-2054 published in June 2024 and accompanying Action Plan published in February 2025. From July 2025 all non-recyclable waste arising in Chelmsford sent for treatment at the newly opened energy from waste facility at Rivenhall operated by Indaver. From October 2025 no Essex waste will be sent for disposal by landfill
	> Through the Essex Waste Partnership develop strategic action plans to deliver the key priorities identified in the Waste Strategy for Essex	EWP to develop action plans for priority areas such as moving to a circular economy, waste prevention, promoting reuse and recycling and encouraging behavioural change	Campaigns have taken place covering 'bulky' waste collections (for reuse) general waste prevention and to promote higher levels of participation in food waste collections from households and flats. Current campaign to encourage higher levels of recycling by people living in flats
D27	Provide support and assistance to small businesses and enterprises to encourage and support them to take greater responsibility for reducing their environmental impact and to adopt plans to achieve net-zero carbon status.		
	> Provide advice and commercial collection services to assist businesses with complying with the new waste regulations introduced under the provisions of the Environment Act 2021 >Provide relevant low carbon business support to Chelmsford businesses	Comprehensive [paid-for] service offered for the collection of materials for recycling Extend the Lean to Green business support programme for 24/25 and measure and report on outcomes	Advice given on the Councils website and within the new Business Guide The Lean2Green business support programme continues to operate using UKSPF funding. Additionally, via Invest Chelmsford socials and e-bulletin, sustainable advice, events and opportunities are shared with businesses
D28	Encourage residents and local communities to take responsibility for reducing consumption of natural resources and adopt more sustainable ways of living.		
	> As part of the Love Your Chelmsford programme work with residents, community groups, schools and businesses to help people lead greener more environmentally sustainable lives	Yearly programme of initiatives and actions	‘Love Your Chelmsford’ has been developed as a point of reference for ‘all things green’ in Chelmsford and surrounding areas, providing inspiration, advice and opportunities to access and participate in a programme of community activities and events and encourage people and organisations to get actively involved in caring for their local environment, taking direct responsibility for tackling climate, environmental and ecological issues, embracing more sustainable ways of living and working. The current focus of the programme includes promoting ways to reduce or eliminate waste, maximising the amount of waste that is recycled or composted, improving energy efficiency and lowering energy consumption, identifying opportunities for generating and accessing renewable energy and adopting more sustainable travel options
D29	Update planning guidance to ensure that all new development is well designed, attractive and embraces the latest sustainable technology, to minimise the impact on natural resources and so that any development contributes positively towards a net zero carbon future for Chelmsford.		
	> Scope changes and update the Making Places SPD	Approval by Chelmsford Policy Board	Work paused pending alignment with revised timetable for Local Plan
	> Public consultation on the updated Making Places SPD	Publication for consultation	Work paused pending alignment with revised timetable for Local Plan
	> Adoption of the updated Making Places SPD	Approval by Cabinet	Work paused pending alignment with revised timetable for Local Plan
D30	Continuously monitor air quality standards and co-ordinate measures to reduce pollutants if national air quality objectives are exceeded in a particular location and to progressively improve air quality in the area more generally.		
	> Introduce low-cost, highly portable sensors to complement the existing air quality monitoring network > Explore option of designating Smoke Control Areas to determine if these would improve local air quality	Additional monitoring equipment installed Complete research and report to enable informed decision making	Additional monitoring equipment installed Jan 2025 on Parkway/Baddow Road This option was explored but there was insufficient evidence of significant smoke issues and insufficient benefits of introducing a smoke control area
Priority E	Protect, expand and improve the quality and accessibility of green spaces, improving habitat value and increasing biodiversity		
	Strategic actions:		

Our Chelmsford Our Plan

Strategic actions:		Targets for achievement / milestone	Progress update at August 2025
E31	Ensure that communities have access, as prescribed in the Local Plan, to high quality open space and natural or semi-natural green space, addressing the deficit in the provision of open space identified in the most recent ‘Open Space, Sports and Recreational Facilities Study’.		
	> Update the open space and sports pitch assessment to provide the evidence base for the Local Plan review and to inform the policies and site allocations in the Local Plan review	Assessment completed and strategy adopted, with any modifications to planning policies and site allocations included in the Local Plan due to be adopted in 2026	Local Plan Open Space Assessment completed December 2024. Modifications to policies dependent on Local Plan timetable
	> Explore opportunities to acquire or secure public access to strategic landscape areas that will meet the accessibility standard for natural green space as well as providing suitable land for woodland creation / mass tree planting to achieve the ‘greening’ targets set	Target areas identified in the Green Infrastructure Plan adopted as part of the Local Plan in 2018	Land acquired in Green Wedge off Back Lane, Little Waltham
E32	Create a new natural open space and country park as part of the garden community development in North East Chelmsford.		
	> Policy requirement is included in the adopted Chelmsford Local Plan 2012-2036. Proposals will be identified as part of the site master planning and included in subsequent planning applications for the NE Chelmsford garden community development	The new Country Park is expected to be provided by the development consortium and will available in the latter stages of the development	Zone 2 planning application anticipated for consideration by Planning Committee early 2026
E33	Develop policies and implement measures to protect and expand natural habitats and increase biodiversity and secure locally generated biodiversity net gain of at least 10% from new development.		
	> Adopt new planning policies within review of Local Plan which secure at least 10% biodiversity net gain on new development sites and at least 20% biodiversity net gain on new garden community sites	Policies included in the Local Plan due to be adopted in 2026	In 2024 a mandatory requirement was set for all new developments to achieve at least 10% biodiversity net gain. The emerging new Local Plan fulfils this statutory obligation and seeks to go further in relation to protecting and enhancing biodiversity. This includes strengthening Strategic Policy S4 (Conserving and Enhancing the Natural Environment) and Policy DM16 (Protection and Promotion of Ecology, Nature and Biodiversity) to require developments (unless exempt) to provide a minimum 10% biodiversity net gain above the existing ecological baseline value of the site to help ensure that the environment is left in a better state than before the development. For the Chelmsford Garden Community and East Chelmsford Garden Community developments a minimum 20% biodiversity net gain is stipulated
	> Develop a programme to improve the habitat value of parks and green spaces, creating larger, better connected and more sensitively managed natural spaces and wildlife corridors in accordance with the 'biodiversity duty' introduced by the Environment Act 2021	Policy for creating and managing species-rich grassland introduced. New wildflower meadows and habitat areas created at selected locations as part of the programme to enhance wildlife and increase species diversity	In April 2022 the Council implemented a policy for ‘Creating and Managing Species-rich Grassland’. This involved changes to maintenance regimes for green spaces across the whole of the City Council area, placing much greater emphasis on increasing the biodiversity of grassland areas rather than maintaining relatively sterile frequently close mown greensward. This policy change involved a reversal of the previous approach where, as a matter of course, grassland was regularly mown unless, and by exception, there was a reason not to do so, to one where a more relaxed maintenance regime is adopted that will benefit wildlife and promote biodiversity, as the first option
	> Identify sites with underlying habitat potential, adjust management practices with a view to declaring as local nature reserves	John Shennan Field to be declared as Local Nature Reserve	John Shennan Field was declared as a Local Nature Reserve in October 2024 The site, extending to 6.5 hectares in area, is a patchwork of different habitats, a combination of woodland / scrub and species rich grassland, part of which is fenced to restrict access to protect the habitat for ground nesting birds
	> Adjust land management policies and practices on Council land to lessen any adverse impact on wildlife and nature and promote biodiversity	Policies in place to reduce the use of herbicides, pesticides, peat and water resources. Lighting policy introduced to ensure that the design of artificial lighting in parks and green spaces minimises effects on nature	Policy in place to minimise the use of herbicides, pesticides and insecticides. Policy adopted to ensure that all compost used is peat-free

Our Chelmsford Our Plan

	Strategic actions:	Targets for achievement / milestone	Progress update at August 2025
	> As prescribed by the Environment Act 2021 publish a report [at least every five years] outlining the Council's policies and actions taken in respect of its biodiversity duties and the measures taken to improve the environment	Report published summarising the action taken to comply with the biodiversity duty and how the Council intend to comply with the biodiversity duty in the next reporting period. For planning authorities, the report must also include the actions carried out to meet biodiversity net gain obligations and details of biodiversity net gains resulting, or expected to result, from plans approved	Report published as part of the Council's 'response to the climate and ecological emergency and meeting it's biodiversity duties' considered at Overview and Scrutiny Committee on 10 March 2025
E34	Continue the mass tree planting and woodland creation programme to significantly increase the amount of woodland and the proportion of tree cover in Chelmsford and surrounding areas.		
	> Implement a sustained large-scale tree planting programme over the next eight-years to establish new areas of woodland / copse and increase the number of specimen and parkland trees on Council maintained land, with a target to achieve at least 20% tree cover in the Chelmsford area by 2032	Additional 136,000 trees and whips to be planted during period 2025 to 2032 including the creation of around 30 hectares of new woodland	At the end of the 2024/25 planting season an additional 85,868 trees had been planted [representing 44.7% of the overall target of 192,000]
	> Acquire additional land to support the mass tree planting and woodland creation programme	Purchase of land at Back Lane, Little Waltham	11.31 hectares [27.95 acres] of Grade 3 pastureland located in Little Waltham, with access directly off Back Lane acquired in late 2024. The land is in the strategic green wedge that runs along the Chelmer River valley and as well as providing the opportunity for further tree planting and habitat creation, is increasingly important in providing separation between the new developments at Channels / Beaulieu and the existing settlements of Broomfield and Little Waltham
	> Model the carbon sequestration benefits of the mass tree planting and woodland creation programme in order to the assess its contribution to achieving the Council's 2030 'net-zero carbon' target	Adopt a model for ongoing monitoring based on industry best practice	Carbon sequestration describes the long-term storage of carbon dioxide or other forms of carbon helping to slow the accumulation of greenhouse gases in the atmosphere. When trees grow, they convert CO2 to carbohydrates through a process of photosynthesis, producing oxygen as a side-effect. The amount of CO2 a tree will offset depends on several factors including the type of tree and where it is planted. On average a single broadleaf will absorb in the region of 1 tonne of carbon dioxide during its lifetime, assuming this is approximately 100 years. Based on 192,000 new trees planted by the City Council the carbon offset value could be in the region of 1,920 tonnes per year over the 100-year lifespan, although the profile of carbon sequestration will not be even [higher as the tree matures]. Further work will be undertaken to test these assumptions as further research emerges
E35	Promote schemes and activities that enhance the habitat, ecological and biodiversity value of river corridors and ensure that future development proposals are complementary to the river environment.		
	> Targeted land acquisitions to extend publicly accessible green space along river corridors as set out in the Chelmsford Green Infrastructure Strategic Plan 2018-2036	May also involve consolidation of land holdings to secure changes in management practices to protect and enhance wildlife habitats and encourage biodiversity	Continue to explore opportunities as the arise. 11.31 hectares [27.95 acres] of land located in Little Waltham, with access directly off Back Lane acquired in late 2024
	> Adapt and enhance the existing fishing lakes at Manor Farm to improve the wetland habitat and fully integrate these with the new ‘country park’, proposed for delivery as part of the planning obligations for the East Chelmsford growth site	Significant contribution to meeting the Council's biodiversity duty as set out in the Environment Act 2021, in particular achieving a biodiversity net gain of at least 10%	To be delivered as part of the Manor Farm housing development
E36	Promote, encourage and provide opportunities for people to access and connect with the natural environment through the active use of parks, green spaces and waterways, enjoying positive experiences whilst using them.		

Our Chelmsford Our Plan

Strategic actions:		Targets for achievement / milestone	Progress update at August 2025
> Implement a programme of activity to engage with individuals and communities promoting a greater appreciation of and the positive benefits of living in a greener, nature-rich and more sustainable place		'Space to Thrive' launched presenting various initiatives to encourage people to connect with nature and gain a greater understanding of what can be done to address the impact of climate change and to help make spaces where nature can thrive	Community engagement through the ‘Love Your Chelmsford’ programme continues to flourish with the City Council supporting an extensive volunteering programme for all sectors of the community and businesses. For parks, green spaces and waterways there are around 1,500 active volunteers, typically ‘working’ almost 10,000 hours each year, with an equivalent ‘work-value’ in excess of £116,000 per year. Feedback about the programme is generally very positive, reflected in the high retention rates of volunteers.
E37	Encourage people and communities to take greater responsibility for, and become actively involved in, caring for their local environment, greening their area and embracing biodiversity, through volunteering activities and more active community ‘stewardship’.		
	> Facilitate active engagement in the 'Love Your Chelmsford' programme and increase participation in litter picks, river cleans and similar activities	Increased breadth and levels of engagement	Forward plan for LYC team involves multiple engagements with stakeholders and public and using more social media channels to increase participation. Between April 2023 and December 2024 there were 8,136 volunteer litter picking equipment requests. 11 schools have ‘signed-up’ to a litter picking commitment in their local area as part of their environmental education programme. Chelmsford Litter Wombles have recently recruited their 1,000th member and the most recent river clean event was supported by around 100 volunteers
	> Encourage a conservation volunteer group to get involved in the care and maintenance of Admirals Park LNR areas and wider Love Your Chelmsford programme	Group established and actively working in the area	The Admirals Park Group is now established and includes 174 members; the group meets approx. every 3-4weeks during autumn/winter and spring time and has around 15 participants per session
	> Encourage a ‘garden volunteer group’ to get involved in the care and maintenance of Compass Gardens and other green spaces in South Woodham Ferrers	Group established and actively working in the area	The Compass Gardens and Franklin Field Group is now established and contains 202 members; the group meets approx. every 4weeks and has around 15 participants per session
	> Encourage a conservation volunteer group to get involved in the care and maintenance of John Shennan Field and wider Love Your Chelmsford programme	Group established and actively working in the area	The John Shennan Group is currently in the process of being established; the group is in its infancy as the programme is further developed and currently meets approx. every 5-8 weeks during autumn/winter and spring time and has 10 to 15 participants per session
Priority F	Improve the environmental quality, attractiveness, safety, leisure and recreational potential of public spaces, green areas, rivers and waterways		
F38	Complete the City Centre public realm enhancement programme to further improve the quality of public spaces to help the City fulfil its economic potential as a leading commercial, retail, leisure and entertainment destination.		
	> Prepare a refreshed Public Realm Strategy aligned to the Local Plan City Centre Strategy timeframe frame through the Public Realm Working Group and prioritise a five year programme to take advantage of funding opportunities over the next 5 years and city centre development opportunities.	Draft Public Realm Strategy scope aligned to City Centre Plan and adopted as part of the Local Plan	Early scoping work has commenced with the aim of a draft being prepared by mid 2026.
	> Undertake greening programme to soften revetments and introduce other creative solutions such as lighting to transform canalised sections of the river Can and river Chelmer	Proposals identified by the Waterways Working Group [output from creative workshops] implemented	Lighting of Stone Bridge has been completed
F39	Implement the Improvement Plan for Rivers and Waterways in and around Chelmsford, including measures to improve navigation and expand recreational use of the waterways.		
	> Replace the automatic flood gates on the river Chelmer and construct new lock to retain water in the City Centre and extend navigation opportunities upstream	Proposals incorporated into and delivered as part of the wider Chelmsford Flood Resilience Partnership Scheme	Proposals being developmed to incorporate into the wider Chelmsford Flood Resilience Scheme
	> Construct new and replacement access points / facilities for water-based recreation activities –	Four new / replacement landing stages created including replacement of the ‘unsafe’ landing stage near Waterloo Lane footbridge	Not yet progressed - likely to be incorporated into the wider Chelmsford Flood Resilience Scheme

Our Chelmsford Our Plan

Strategic actions:		Targets for achievement / milestone	Progress update at August 2025
> Introduce new serviced moorings including facilities for electric / hybrid boats on moorings		Potential for 7 additional mooring along the Chelmer, 10 along the Can and 7 adjacent to the current Travis Perkins site	Not yet progressed - likely to be incorporated into the wider Chelmsford Flood Resilience Scheme
> Provide new boat craning facility and storage area to service recreational boats on the rivers and waterways			A crane pad was delivered as part of the Aspyre development and delivered in 2017. [I checked with
F40	Expand the ‘green infrastructure’ in and around Chelmsford to ensure that a well-connected and appropriately managed network of parks, green spaces and natural corridors is provided, that are easily accessible, encouraging people to engage and participate in play, outdoor sport and recreation.		
	> Create two new public spaces, including equipped play area and access improvements to the waterways as part of the Chelmer Waterside and Lockside development	New 7,500m ² riverside public space created	Will be delivered as part of the Chelmer Waterside housing schemes
	> Establish new 60 ha. ‘country park’ within the Chelmer East Green Wedge on the water-meadows at Manor Farm, Sandon, to include a neighbourhood play area and recreational cycle routes through the country park	New green space will also be accompanied supporting infrastructure including new access road and car park together with additional river crossing and footpath and cycleway links to the City Centre	To be delivered as part of the Manor Farm housing development
	> Establish a continuous, fully connected green wedge through the Chelmer River Valley north of Chelmsford City Centre	Policy framework included in the adopted Chelmsford Local Plan and site masterplan for Chelmsford Garden Community site masterplan as well as proposed Broomfield Neighbourhood Plan	Opportunities presented by the infrastructure plan associated with the Chelmsford Garden Community
F41	Identify opportunities to extend and connect green spaces adjoining rivers and waterways to improve pedestrian and cycle movement along river corridors and encourage sustainable travel choices.		
	> Replace the substandard foot / cycle bridges, that are no-longer fit for purpose, that cross the Chelmer and Can and link Chelmer Waterside to the City Centre and wider footpath and cycle network	Essex County Council have committed to replace the bridge over the river Chelmer adjacent to the Sea Cadets site – the City Council is responsible for replacing the bridge between Baddow Road Car Park and Meadow Walk	Likely to be delivered as part of the Chelmer Waterside housing schemes
	> Replacement of the Mallard Bridge connecting Waterloo Lane to Tesco	Delivered as part of the redevelopment of the former Riverside swimming pool site and Waterloo Lane car parks	No progress at present
	> Complete the ‘towpath’ / walkway around canal leading to Springfield Basin	Should be delivered as part of the redevelopment of the Travis Perkins site / Lockside regeneration area	No progress at present
	> Secure new foot / cycle bridge over the river Chelmer / Blackwater Navigation adjacent to Barnes Mill Lock	As yet undetermined how will be achieved - possibly as part of the development of the site west of the Fox and Raven if proceeds?	No progress at present - proposed development of land to west of the Fox and Raven currently subject to a planning appeal
F42	Support the Environment Agency to deliver a range of catchment improvements and natural flood management interventions to improve flood resilience generally and to mitigate the risk of serious flooding affecting residential and commercial properties in and around the City Centre.		
	> Work with the Environment Agency [through the Chelmsford Flood Resilience Partnership] to develop a phased programme of works to mitigate flood risk and improve the flood resilience of Chelmsford, including catchment improvements, natural flood management interventions and flood conveyance and storage initiatives to slow flow of water upstream, coupled with improved physical defences in the city centre	Design and flood modelling undertaken to support an outline business case to be submitted by the Environment Agency for Board approval in December 2025	Environment Agency-led partnership project - the scope and nature and the essential components of a scheme have been identified and agreed and updated flood modelling undertaken to take into account the latest impacts of climate change. An outline business case due to be considered by the Environment Agency for project approval in December 2026
Priority G	Improve opportunities for adults and children to live well, reducing health inequalities and social isolation, so that they can enjoy a healthy, safe and fulfilling life		
	Strategic actions:		

Our Chelmsford Our Plan

Strategic actions:		Targets for achievement / milestone	Progress update at August 2025
G43	Implement measures to help address the key priorities identified in the Health and Wellbeing Plan to encourage physical activity, to maintain a healthy weight, to alleviate loneliness and social isolation and to improve the condition of homes, enabling people to ‘age well’ and to reduce alcohol and substance misuse and behavioural addictions.		
	> Partner with key external stakeholders to take forward actions outlined in the Chelmsford Food Plan, focusing on promoting healthy eating, improving food accessibility, and advocating sustainable diets across the district	Collaborative initiatives developed with partners	Healthy cooking workshops provided by external stakeholder at Play in the Park
	> Support programmes that facilitate community connections and improve digital literacy among isolated individuals in Chelmsford.	Collaboration with local groups, community centres, and digital training providers to deliver workshops and support services	Commissioned two organisations for projects to address social isolation and digital employability
	> Work with Sporting Memories to introduce new groups focusing on opportunities for older people to come together to reminisce and take part in activity sessions	Two new clubs/groups established	First club established at Riverside in July 2025
G44	> Through Livewell Chelmsford, promote schemes and programmes that aim to prevent falls among residents, particularly older adults.	Increased public awareness and utilisation of commissioned services, increase in scheme awareness and engagement achieved	Health and Wellbeing Board meeting in July 2025 focussed on 'Enabling People to Age well' to enable preparations in place for upcoming winter resilience project. Ongoing Forever Active programmes are regularly promoted to Livewell Chelmsford members to refer into
	Develop a Thriving Places Framework for Mid-Essex providing a roadmap to align resources and to help create ‘a more equitable and sustainable future’ for the people and communities of Chelmsford and surrounding areas.		
	> Utilise the Thriving Places Index (TPI) framework to align resources and interventions across economy, living standards, climate, equality, and other relevant strategy areas impacting health outcomes	TPI framework principles integrated into strategic planning across all relevant departments and agencies and embedded into other major programmes and funding streams managed by CCC	The Public Health Officer Group forum has evolved into a strategic platform for embedding principles of Thriving Places Index into strategic planning across departments
	> Align UKSPF funding initiatives with the TPI framework to prioritise health outcomes in funding allocation decisions.	Approval secured for TPI-aligned UKSPF projects	UKSPF 2025 funding for Public Health team being allocated to address disability employment gap using Thriving Places Index approach
G45	> Use the Chelmsford City Council Public Health Officer's Group to support delivery against priorities outlined in the Thriving Places Mid Essex framework.	Established progress reviews within the Public Health Officer's Group	Support from Centre for Thriving Places to review opportunities in putting together a 'Health in all Policies Plan'. TPI approach used it identify broad outcomes by assessing local drivers of wellbeing and how officers can influence these
	Support the Livewell programme to deliver a wide range of mental, physical, lifestyle and health benefits to the residents of Chelmsford and surrounding areas.		
	> Allocate Public Health Grant funding to support initiatives aligned with priority areas of the Chelmsford Health and Wellbeing Plan.	Funds allocated to initiatives addressing priority areas	Worrysaurus project funded focussing on wellbeing of children. Winter resilience project funded focussing on range of individuals and priority areas in H&W plan
	> Collaborate with local organisations, schools, businesses, and community groups to gather input and build partnerships aimed at improving health outcomes and expanding Livewell Chelmsford programmes	Increased programme participation through collaborative initiatives	Home Start Essex added to the Livewell group members to enable voices of mothers and children to be reflected in strategic direction of the group
G46	> Develop a comprehensive marketing and communication strategy to raise awareness of Livewell Chelmsford initiatives and encourage community participation.	Detailed communication strategy in place	CCC Public Health webpage in development
	> Extend Forever Active brand to engage more community partners across the whole of Chelmsford to provide new physical activity opportunity for older people	Increase from current 80 sessions per week to 100	A successful programme has seen a huge expansion in activities for older people delivered by the City Council and a wide range of partners www.chelmsford.gov.uk/leisure-centres/where/community-sport-and-wellbeing/forever-active A regular (6 monthly) review is undertaken to ensure all sessions are still current. Regular "call to action" social media posts encourage new providers to register their activities
	> Extend "holiday hunger" opportunities within leisure centres and as part of the Picnic in the Park programme	Increase opportunities subject to funding. Identify replacement funding to UKSPF in 2025	Another Picnic in the Park delivered July 2025 with 5 days at Melbourne with around 80 lunches per day provided, together with cooking sessions for children/parents. Active Essex continue to fund 35 places per day for each school holiday programme at Chelmsford Sports and Athletics Centre and South Woodham Ferrers Leisure Centre
	Explore new health and wellbeing opportunities within leisure centres and recreational facilities, building on the successful ‘Active Health’ programme delivering innovative solutions to address community health needs.		

Our Chelmsford Our Plan

Strategic actions:		Targets for achievement / milestone	Progress update at August 2025
	> Extend the Active Health programme to meet further specialist health needs, e.g. cardiac rehab	Target 600 total referrals per year	Currently exceeding 600 referrals per annum. Very successful programme and recognised for its quality by health professionals - extended to include specialist cardiac & cancer rehab classes. Applied for funding to carry out a full evaluation of the programme
	> Support programmes within leisure centres that cater to the diverse cultural backgrounds of the community by offering culturally relevant activities	Local community groups appointed to design and promote inclusive sessions	Officers are working with local organisations to explore ways of encouraging participation from diverse communities focussing on any barriers
	> Provide healthy eating workshops within leisure centres to educate and promote community health	Commenced delivery of healthy eating workshops	Following the success of Picnic in the Park event officers are now exploring how to deliver healthy eating workshops in Leisure centres
	> Develop the Sport for Confidence model and focus on reaching residents with both learning and sensory disabilities	5 new swimming pool sensory sessions established. New ice rink sessions launched. Target 6000+ annual attendances	Programme extended with UKSPF and Active Essex Funding. Sensory Pool sessions launched in early 2025
	> Expand With You In Mind programme to widen opportunities across Chelmsford for people with low level mental health conditions	Additional venue identified	Continues to be successful at Chelmsford Sports and Athletics Centre. No new venue identified as yet and funding is only available until March 2026
G47	Implement the Community Safety Partnership Action Plan, driven by the priorities identified by the Essex Police Strategic Assessment and Essex Crime Prevention Plan.		
	> Identify and agree strategic priorities, complete an action plan of interventions based on priorities, complete annual strategic assessment for approval at One Chelmsford Board	Agree priorities and complete action for implementation, reporting back to One Chelmsford Board in July 2024, November 2024 and March 2025. Strategic Assessment to be complete by March 2025	Strategic Assessment completed and agreed at Board meeting on 7 March 2025
G48	Work with the Cultural Compact, Chelmsford CVS and Anglia Ruskin University to research and pilot a programme for ‘Arts and Culture on Prescription’, mapping existing provision and identifying opportunities to invest in local capacity to realise potential health and wellbeing benefits.		
	> Explore the existing cultural and health opportunities in Chelmsford. Understand how people connect with these opportunities, the obstacles they face, and identify any gaps in the current social prescribing provision	A high-level understanding of what is being provided across the districted attained identifying the opportunities and challenges that exist in terms of provision and access	Completed. Full Report can be viewed here https://www.culturechelmsford.org.uk/culture-and-health
	> Organise focus groups. Gather feedback from various health professionals, social prescribers, cultural providers, adults with health experiences, and youth to enhance social prescribing for culture and health	Feedback on what is being provided across the district identifying opportunities to improve provision and access	Completed. Full Report can be viewed here https://www.culturechelmsford.org.uk/culture-and-health
	> Develop a number of pilot projects to strengthen culture and health social prescribing in Chelmsford	Proposals developed and capacity built so that providers can either improve an existing offer to creating something new to fill a gap in provision. To be presented at an online public showcase event	Completed. Full Report can be viewed here https://www.culturechelmsford.org.uk/culture-and-health
Priority H	Through a network of community facilities and support for diverse communities provide opportunities and access for people of all backgrounds to engage in healthy, active and socially connected lifestyles		
	Strategic actions:		
H49	Work with key strategic partners, such as Sport England and Active Essex, to inspire more people to be more active, more often, by expanding opportunities to participate in sporting, physical and informal recreational activities reaching all sectors of the community.		
	> Increase the number of partners forming Active Chelmsford to widen the reach of delivery in Chelmsford	4 additional key strategic partners to actively participate	Complete. Renamed "Find your Active Chelmsford" and with wider membership which has facilitated a wider reach and closer partnership working
	> Utilise Sport England approved funding to deliver and expand sporting and recreational opportunities in South Woodham Ferrers Leisure Centre	Establish 3 new sports with sustainable sessions/clubs	Investment in Multi Use Games Area has resulted in the creation of new tennis, netball and pickleball opportunities - proving very successful development in South Woodham Ferrers. A local tennis club is now hiring the facility and providing regular coaching session for young people. The investment has improved the income from external hirers.
	> Working closely with Active Essex and Sport England to continue to "re-position" the leisure offer to incorporate a wider health and wellbeing service in order to extend community reach	Attend & Influence County Wide Forum. Review range of opportunities that emerge	County group established and better sharing of good practice. Leisure Services delivering a significant range of health related opportunities helping to reposition Leisure Services towards a more Active Wellbeing service

Our Chelmsford Our Plan

	Strategic actions:	Targets for achievement / milestone	Progress update at August 2025
	> Run a 1 year pilot project to provide additional support to encourage residents of NW Chelmsford to use facilities at CSAC >Make full use of grant opportunities provided by Ride London/ Essex to increase cycling participation in Chelmsford and South Woodham Ferrers	Secure agreement with Active Essex to fund this project 2 new cycling open days/ festivals per annum	A part time officer appointed with Active Essex funding to promote opportunities in the local community Additional Spaces for Places grant funding facilitated a Cycle Skills Circuit at Tower Gardens. A launch event coupled with Cycle come and try days at SWF and Central Park (funded by separate ECC cycle grant) specifically targeting young children learning to ride
H50	Implement the Sports and Recreational Facilities Strategy and associated Development Plans to ensure that new sports and playing fields, built sports and leisure facilities and associated recreational and open spaces are integrated into new development to meet the needs of new and existing communities.		
	> Update the Sports, Recreation and Built Facility Assessment to provide the evidence base for the Local Plan review and to inform and update the Council's strategic plan for sports and leisure facilities	Assessment completed and strategic plan adopted as part of the Local Plan process	Indoor Sports Assessment and Strategy completed in December 2024 and now forms part of the Local Plan evidence base. Comprised of a Needs Assessment and a Strategy & Action Plan
	> Complete the sports and recreation development at Runwell Sports and Social Club initiated as part of the planning obligations associated with the St Luke's Park development	Pitch improvements completed using contributions secured via s.106 agreement relating to neighbouring St Luke's development. Planning consent secured for further improvements to on-site sport and recreation facilities to be operated as community-use facilities by Runwell Sports & Social Club	3G completed and in use. Community building works currently in progress and working towards completion by October 2025
	> Upgrade the network of multi-use sports courts and games areas to improve access and increase opportunities for active pursuits	Multi-use games area at Beaulieu Park upgraded with 3G surfacing and improved lighting - New multi-sports area constructed at Oaklands Park - Tennis courts upgraded at Lionmede Recreation Ground	Multi-use games area at Beaulieu Park upgraded with 3G surfacing and improved lighting - Tennis court area reconstructed at Oaklands Park - Tennis courts upgraded at Lionmede Recreation Ground and Chemer Park
	> Construct new sports ground as part of the Greater Beaulieu Park development	Provision will include 6 football pitches, sports pavilion, neighbourhood play area and car parking. Further investment will be required to upgrade the pavilion to a sports clubhouse and provide a dedicated cricket square	To be delivered as part of the Greater Beaulieu housing development
	> Construct new sports ground as part of the Warren Farm Development [West Chelmsford Growth Area]	9-hectare sports area sufficient to accommodate 8 football pitches, 1 cricket table and outfield including artificial wicket, sports pavilion including sports club rooms, toilets and 9 dual changing rooms with 200 parking spaces	Will be delivered as part of the Warren Farm housing development. Resolution of planning permission granted December 2024 subject to completion of s106
	> Construct a new sports ground as part of the North Chelmsford Growth Area	11.6-hectare sports facility sufficient to accommodate 8 football pitches and 1 rugby pitch, 1 cricket table and outfield including artificial wicket, a full-sized accredited floodlit artificial 3G pitch, floodlit self-contained block of 8 netball courts, sports pavilion including sports club rooms, toilets and 12 dual changing rooms and 250 parking spaces	Zone 2 planning application anticipated to considered by Planning Committee early 2026
	> Construct a new sports ground in South Woodham Ferrers as part of the South Chelmsford Growth Area development	4.4-hectare sports facility sufficient to accommodate 4 rugby pitches, sports pavilion including sports club rooms, toilets and 4 dual changing rooms and 120 parking spaces	Will be delivered as part of the South Woodham Ferrer housing growth site. Resolution of planning permission granted February 2023 subject to completion of s106

Our Chelmsford Our Plan

	Strategic actions:	Targets for achievement / milestone	Progress update at August 2025
	> Reconfigure Saltcoats Park and Compass Gardens sports areas to focus on football and cricket [following the construction of the additional sports ground as part of Growth Area 3]	Rationalise existing provision and develop new / improved cricket and football facilities on existing site including a new sports pavilion and changing areas	Awaiting construction of new sports ground as part of the growth area development
	> Construct a new 3G pitch at Springfield Hall Park	Delivered as part of the sports and playing field development plan as partnership between Football Foundation / Football Association and Springfield Football Club - the City Council would be the owner of the new facility	Commenced the Football Foundation and Essex Football Association Funding Bid process in collaboration with Springfield Football Club
	> Complete the phased implementation of the Equipped Play Area Development Plan	Includes opportunities to expand youth facilities such as 3x3 basketball courts, table tennis facilities, outdoor gyms and youth shelters	2024/25 phase of the ongoing refurbishment/replacement programme [Baddow Hall Park, Pill Box Green, Chelmer Park, Rutland Road] delivered apart for John Shennan Field which is due for completion November 2025
H51	Enhance leisure facilities where there is a business case and identified community need, including a partnership with Chelmsford College to upgrade Dovedale Sports Centre and to open up daytime use providing new health and wellbeing opportunities for local residents.		
	> Following completion of design and specifications for the refurbishment scheme of Dovedale Sports Centre undertake procurement exercise for proposed works	Tenders returned providing fully costed scheme to test affordability. Preferred works contractor identified	Complete
	> Submit scheme proposals for approval, including a works and funding agreement with Chelmsford College and negotiation of revisions to the existing joint use agreement	Capital contribution confirmed; all Joint-Use and Contract matters agreed between CCC and Chelmsford College; Contract awarded	Capital budget approved and contract awarded
	> Contract award and works commence	Works started on site	Commenced on site mid June
	> Centre refurbishment completed	Construction complete and new facility commissioned ready for opening and operation (exact date TBC)	Currently on programme and within budget
H52	Ensure new developments support the ambition to encourage healthy, active and socially connected lifestyles providing new village halls, community centres, creative hubs, allotment sites, leisure gardens, community orchards and growing spaces.		
	> Use the Local Plan review to further embed the principles for creating new developments where there is a strong focus on the health and wellbeing of new communities	New / strengthen policies incorporated in the Local Plan due to be adopted in 2026	Policies strengthened in Pre-Submission Local Plan. Adoption dependent on consideration of Local Plan Timetable
	> Create new allotment sites, leisure gardens, orchards and community growing spaces	Additional allotment gardens provided to meet the deficits in north and east Chelmsford and in South Woodham Ferrers - community orchard to provided in the housing development at Sandon	Additional provision in South Woodham Ferrer will be delivered as part of the housing growth site
H53	Explore options for improved access to and future use of Sandford Mill and the surrounding natural areas, providing a focus and opportunities for the wider recreational and leisure use of the natural green wedge running east from the City Centre.		
	> Review future use of Sandford Mill and surrounding land, considering the options for commercial use of the Engine House and providing improved on-site visitor facilities creating a focus for the wider recreational use of the Chelmer River valley as an all-year-round destination	Site appraisal examining the development opportunities undertaken by external property consultant. Opportunities to be considered by a project group reporting to the Waterways Working Group	Wider development proposals on hold. Access road and car park will be delivered as part of the Manor Farm housing development
H54	Enrich the value of cultural and heritage assets, such as the Theatre and Museum, transforming them into highly accessible community hubs with programmes of activity that reach out ‘beyond their walls’, maximising the return on the investments made to upgrade these facilities.		
	> Adopt the Cultural Compacts Community Engagement Framework	A joined-up partnership approach to engaging local communities and the evaluation of the districts cultural programme	First draft Community Engagement Framework complete. More work needed by Culture Chelmsford to turn into an adoptable tool for Cultural Compact Members to use
	> Review the brand, vision, mission, values for each of the Council's cultural venues to ensure they have a clear purpose that reflects the ambition to be more outward facing service	A 3 year forward plan for each venue	Rebrand with Vision, Mission and Values, complete for Chelmsford Theatre and Museum of Chelmsford

Our Chelmsford Our Plan

Strategic actions:		Targets for achievement / milestone	Progress update at August 2025
> Review the commercial KPI's of each venue and develop an creative engagement and audience development plan for each venue the reflects the level of resource available		A 3 year forward plan for each venue	Museum has key performance indicators in place. A ten year forward plan, three year business plan and marketing strategy will be completed by end of March '26. Theatre has robust, positive financial projections in place and is developing Consolidation, Opportunities and Growth Plan. Both venues are currently undergoing a Governance Review
> Make full use local, regional and national grants and opportunities to partner with Cultural Compact members to maximise the use of Council resources though collaborative programming		A Fundraising strategy for increasing, diversifying and making more effective use of investment in the council's culture services	Culture Chelmsford has completed its Fundraising Strategy and secured a total £250,000 from the Arts Council, via the Cultural Compact. Culture Services have raised £500,000 for the Chelmsford Museum from two separate funds (Renewal and the Baddow Hoard Acquisition). Additionally, a new partnership with Mountview University has been established to utilise Coval Lane for potential expansion. Fundraising efforts are ongoing across the Cultural Compact and all Cultural Services
Priority I	Celebrate Chelmsford as a culturally ambitious place providing opportunities for people to engage creatively and productively within their communities		
I55	Strategic actions:		
	Support Culture Chelmsford, the district's Cultural Development Trust, to establish a Cultural Compact made up of key partners and investors from across the area who are willing to invest in and embed culture at the heart of their strategies and policies.		
	> Commit to three years of funding from withing existing resource, advocate for strategic partners to match this investment including Anglia Ruskin University, Chelmsford For You, Chelmsford College, Chelmsford Cathedral, the Police Fire and Crime Commissioner, the NHS and Chelmsford CVS	A joined-up partnership approach and shared investment secured for delivering arts and culture in Chelmsford reflecting increased ambition and higher quality product	Complete
	> Transfer the work of Spark! (Chelmsford’s Local Cultural Education Partnership) and Ignite Chelmsford (the district’s creative industries network) under the auspices of Culture Chelmsford for management	A 2-year programme of activity in place to support cultural providers to improve and market their offer to young people achieving greater impact and making the provision more sustainable and financially resilient	Complete
	> Support the development of a 2-year Place Partnership Funding Application to Arts Council England for a Civic Leadership Project to help embed young people and wider communities at the heart of decision making and cultural programming	Cultural services will be better informed to meet local needs and demand. Strategic partners equipped to work with communities to design and deliver local services and communities able to contribute meaningfully	Completed. Now being delivered.
I56	Develop a district wide strategy for festivals and live events and welcome large-scale sporting and cultural events to Chelmsford, maximising the profile and economic benefits that such events can bring.		
	> Work with Festival Republic / Live Nation to re-establish a major music festival at Hylands Park and explore new opportunities with other potential hirers for complementary uses of the Park	Complete contract extension with FR. Identify one additional event for 2025	Radio 2 In The Park secured for Chelmsford Sept 2025. Festival Republic agreement to run until 2030 with a new large scale festival in June 2026 (announced in Oct 2025)
	> Support the Cultural Compact to research and understand community need and audience demands	Events / festivals across the district of Chelmsford, and existing large-scale events across Essex and the Southeast mapped and audiences analysed to identify potential demand / market opportunities. A Festivals and Events Strategy for the district published realising the ambition set out in the Cultural Strategy to be a district of outstanding festivals and events	In progress. An accelerated, multi-stakeholder process has been identified and proposed and a Festival & Events Strategy will be led by the City Council on behalf of the Cultural Compact. Data and Report commissioned from Audience Agency by Chelmsford Museum on visitor segmentation and trends. Chelmsford Theatre is working with Spektrix, Blue Horizon and Baker Richards to better collect and analyse Audience data.
	> Engage with the community and potential commercial partners to create a diverse, district-wide program of festivals and events	A joined-up partnership approach with reduced risk and shared investment for delivering arts and culture in Chelmsford, offering cultural, social, and commercial benefits for the Council and aligned with the objectives of the emerging Destination Management Plan	In progress. An accelerated, multi-stakeholder process has been identified and proposed and will be led by the City Council on behalf of the Cultural Compact

Our Chelmsford Our Plan

	Strategic actions:	Targets for achievement / milestone	Progress update at August 2025
	> Support Anglia Ruskin University to grow and meet their aspirations to deliver a regionally significant science festival	Chelmsford feeling more like a university city, celebrating for its heritage and identify in innovation. Training and Employment opportunities for local people. Raising the profile of Chelmsford as a Tourist Destination and boosting the local economy	In progress. MD now sits on the Steering Group for the Science Festival and works with Culture Chelmsford to provide strategic thinking and programming stretch.
I57	Develop a strategy for the integration of art and craftwork in public places, recognising the value that it has in creating a sense of place and identity, and establishing a co-ordinated cross-sector programme of public art commissions in partnership with local developers. > Finalise a system for securing investment, managing stakeholder governance, commissioning, project management, delivery, evaluation and legacy. > Develop a local guide for what will make public art successful in Chelmsford, ensuring it complements and feeds into our cultural strategy, destination management plan > Build a portfolio to showcase Chelmsford’s best, including a variety of pieces by a diversity of artists that demonstrate your range and style	Increased investment in Public Art. Better support for artists and a more diverse offer for visitors. Increased ambition and engagement in the process of creating public art that is more relevant to local communities Increased awareness and appreciation of public art in Chelmsford.	Culture Chelmsford working with an organisation called Up Projects to explore as part of the Place Partnership Project Culture Chelmsford working with an organisation called Up Projects to explore as part of the Place Partnership Project Not yet progressed
I58	Further increase the attraction of Hylands Estate as a key leisure and heritage destination in the region, exploring the feasibility and business case for the restoration of, and bringing back into use, heritage features such as the walled-garden and Flint Cottage. > Explore options to ‘restore’ or bring back into some form of use the walled, 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	In collaboration with the Friends of Hylands House feasibility study commissioned to assess the commercial and heritage opportunities and possible business case for the redevelopment of the walled garden and If feasible progress project and develop a potential funding package	Funding contribution from FOHH agreed. Feasibility to be considered as part of programme of activity towards Hylands 2030 (300 year anniversary)
I59	Support the Cultural Compact to lead a cultural asset mapping exercise to better understand the creative workforce in Chelmsford and examine the need and opportunity for additional creative and cultural spaces in the City Centre. > Work with the Cultural Compact including ARU to define the creative industries, identify stakeholders, define a research methodology and ensure long term sustainability including ongoing data collection and analysis to ensure the mapping remains relevant and useful. > Planning and Cultural Services to organise a programme of community mapping events to capture potential buildings and spaces that are either empty or under-utilised that could meet local need and demand and start the process of feasibility > Cultural Services and Economic Improvement support the development a programme of support under the Ignite Chelmsford brand to sign post creative practitioners, entrepreneurs and businesses to existing development opportunities, working with strategic partners to identify and plug gaps in provision.	Achieve a better understand of creative businesses in Chelmsford and their support needs Demand/need better matched with opportunities/ambition. Increased inward investment. Better supported more resilient Creative business. Increased employment opportunities.	Completed Completed but via a desktop process, developing a tool with Digital Services to map, empty, rateable buildings across the district New Programme Manager recently appointed under Culture Chelmsford to lead the development
I60	Extend the current volunteering, work experience, and apprenticeship programmes, promoting schemes to encourage people, businesses, schools and other organisations to get more involved in, and take greater responsibility for, improving the quality of their locality and lives. > Research and where viable commission group apprenticeship options to support core skills development at the Council. > Senior Managers to consider how apprenticeships can support succession plans and the commitments they can make to ensure the organisation maximises the use of levy contributions > Increase the number and variety of work experience opportunities delivered across the Council	Identify relevant apprenticeships and promote to gauge interest levels to determine viability. Source and select apprenticeship provider/s. Plan and roll out launch and application process with target to commence programme/s in 2025 Services identified apprentice opportunities throughout the Council Scheme promoted for 2025/26 with placement advertised Advertisement of placement options	Not yet progressed MHCLG part funded Pathways to Planning apprentice post appointed September 2024. A funding bid for a further 2 posts agreed for start in September 2025 Additional opportunities now provided