

STRATEGY AND PERFORMANCE SERVICE PLAN 2005 – 2008

Service Departments:-	Services Provided :-	Challenges and opportunities:-
<p>Strategy and Performance provides the following services to the Council:-</p>		
<p>1. Communications</p>	<p>Manages the Council's communications internally and with the press and public</p>	<p>Communications are vital to the promotion of the Council's image</p>
<p>2. Community Services</p>	<p>Is responsible for community safety, road safety (under an agency agreement with Essex County Council), Community Development, the administration of grants, working with the voluntary sector, car parking, decriminalisation of car parking (again under an agency agreement with ECC) and concessionary fares.</p>	<p>The Service will look to link the Community Drug Action Team seamlessly into the Crime and Disorder Reduction Partnership. It will look to increase external funding for the voluntary sector. The administration of decriminalised car parking will be a challenge to the Service. A review of the Districts CCTV is likely to identify a need for significant expenditure.</p>
<p>2. Performance Services</p>	<p>Monitors corporate and service performance across the authority. It co-ordinates and supports all Best Value Reviews. It provides the support framework for all aspects of the CPA programme. It takes the lead role for Scrutiny Committee(s) and is responsible for Corporate policy co-ordination. The Service actively manages the Corporate Plan</p>	<p>There are increasing pressures at all levels to deliver performance and policy data. There is strong emphasis on joined up managerial and political thinking within Uttlesford. Data needs to be gathered from within the organisation on a regular basis but as yet performance is not part of the culture.</p>

<p>Key Aims and Objectives</p> <p>2005 to 2006</p>	<p>The key aim is excellence. Our people have to be equipped to deliver it, our customers have to experience it, the community has to benefit from it and to achieve it we must communicate.</p> <p>Both branches of Strategy and Performance are committed to providing excellent services. Key objectives for the period 2005 – 2008 follow.</p> <p>Communications will:- Continue to publish the Council Newspaper biannually. Ongoing Continue to produce team brief on a monthly basis. Ongoing Promote and monitor State of the District meetings Ongoing Develop and agree a new Communications and Consultation Strategy June 2005</p> <p>Community Services will:- Monitor the added value gained by grant funding organisations in the District June 2005 Monitor the take-up of free bus passes and National Transport Tokens June 2005 Produce a costed Action Plan for each of the CDRP Working Groups following the adoption of the Community Safety Strategy. September 2005 Evaluate and monitor the impact of the introduction of decriminalisation and report to Members March 2006 Evaluate the existing District Road Safety Strategy and prepare a new 5 year RS Strategy in conjunction with ECC June 2005</p>	<p>Date</p>

2006 to 2007	Performance Services will:- Consult with the Citizens Panel in September and February Promote opportunities for customers to comment, complain or praise services Develop a library of standards of excellence among comparable authorities Identify mechanisms to support improvements in under performing areas Prepare project plan to ensure that Uttlesford becomes an excellent CPA authority Introduce electronic performance data gathering Use the State of the District Meetings to develop corporate policy Promote public awareness of the scrutiny role of the authority Carry out pilot exercise involving electronic consultation Review the consultations strategy	September 2005 & February 2006 March 2006 March 2006 March 2006 March 2006 March 2006 March 2006 March 2006 March 2006 March 2006 March 2006
	Community Services will:- Support the voluntary sector to work across communities to enhance council services Research enhanced Strategic Partnership working Support Uttlesford PCT to lobby for increasing the delivery of clinically services locally Working with the Uttlesford Primary Care Trust, jointly conduct a fundamental appraisal of Uttlesford	June 2006 September 2006 December 2006 March 2007
	Performance Services will:- Review consultation to ensure all hard to reach groups are consulted at least annually Carry out a Best Value Review of Customer Standards Use local expertise of colleagues to improve service aspirations Target those who do not use our	September 2006 November 2006 March 2007 and ongoing March 2007

<p>2007 to 2008</p>	<p>services</p> <p>Consult town and parish councils to introduce a Community Cohesion Plan</p> <p>Seek partnership options to reduce expenditure on consultation</p> <p>Simplify the performance measuring mechanism</p> <p>Community Services will:-</p> <p>Performance Services will:-</p> <p>Ensure that the authority obtains a Beacon award either alone or in partnership</p> <p>Introduce a Customer Panel to meet on a regular basis to examine customer standards</p> <p>Consult about the creation of Vibrant Town Centres</p> <p>Consult with Town and Parish Councils about the introduction of electronic notice boards throughout the district</p>	<p>March 2007</p> <p>March 2007</p> <p>March 2007</p> <p>March 2008</p> <p>March 2008</p> <p>March 2008</p> <p>March 2008</p>
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Appendix A : Current Staff Resources

Acting Executive Manager Strategy and Performance	Michael Perry
Communications Communications and PR Officer	James Sadler
Community Services Community Development manager	Alex Stewart
Community Safety Officer	Rachel Hutchinson
Anti Social Behaviour Officer	Fiona Gardiner
Community Development Officer	David Toombs
District Road Safety Officer	Rose Johnson
Road Safety School Assistant (Part time 25 hours)	Vivienne Harris
Performance Services Performance Manager	Ian Orton
Performance Assistant	Jackie Knowles

The Anti Social Behaviour Officer's post is currently government funded. Funds will need to be identified for this post from April 2006. Estimated cost £27200.00

A review is currently being undertaken of CCTV within the District. Projections indicate that to upgrade the system would cost approximately £125k. Ongoing rental and monitoring costs would be approximately £70k p.a, although £19k of this is already in the base budget.

To fully carry out the above the Performance Unit needs one more half time post to co-ordinate corporate policy development within the authority. However the departure of the Performance Manager gives the authority an opportunity to examine the structure of the Strategy and Performance section to ascertain if other staffing options are available to meet these new pressures within the Performance Unit.

Appendix B: Annual Work Programme

Community Services will:-

- Explore methods to create a seamless link between the Community Drug Action Team and the Crime and Disorder Reduction Partnership
- Carry out a review of CCTV provision within the District
- Review the effectiveness of Community Police Support Officers
- Continue with the provision of the Crucial Crew and Motorwise events
- Provide driver awareness courses for adults
- Endeavour to negotiate an inflationary uplift in the agency agreement with ECC
- Work with the Primary Care Trust on projects to promote health
- Carry out a Leisure and Cultural Strategy review
- Carry out a review of grants to the voluntary sector
- Seek additional external funding for the voluntary sector
- Manage parking enforcement post decriminalisation
- Explore options for additional car parking in the District

Performance Services are a support service and the detailed work programme will be linked to delivering the three year range of projects as outlined above.

Appendix C: Hard to Reach Groups

The Service does not discriminate against any person in provision or procurement of services or recruitment on grounds of race, ethnic origin, disability, gender, gender orientation, religion, age or any other grounds.

The Service will make reasonable adaptations where necessary to assist in the provision of services or recruitment of people with disabilities including (but not limited to) the provision of large print, Braille translations or tape-recorded document for those with visual impairment.

Where the Service becomes aware of dealing with a person whose first language is not English it will arrange for all correspondence and documents to be translated if required.

The Performance Unit manage consultation and during 2004/05 hard to reach groups such as the Elderly, Disabled, Young People and Ethnic Minorities will be consulted about existing services and options for the future. Thereafter these four hard to reach groups will be consulted at least on an annual basis.

Appendix D: Risk Management

1. There is no support for the Communications Officer. Absence because of leave or illness will effect the Council's ability to issue press releases etc promptly.
2. Uncertainty as to funding imposes a strain on Community Services.
3. The Performance Unit is under increasing pressure to provide data for national, regional and local government. The monitoring of the Corporate Plan and the CPA Improvement Plan are both additional pieces of work so dilute already inadequate staffing resources
4. Performance thinking is still very new to Uttlesford and performance is still seen in some quarters as getting in the way of the day job and there is a reluctance to provide and use performance data. This situation will change but at present it is still a Cost Benefit Analysis related risk to the management of the authority.