

DRAFT CORPORATE PLAN 2006-2009

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1 Purpose, goals and themes

The **purpose** of Uttlesford District Council is to:

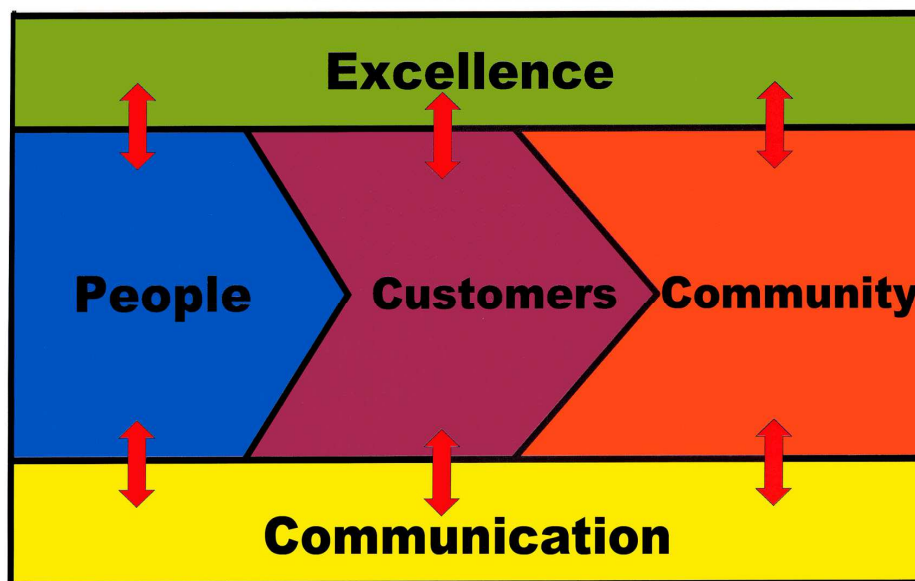
“improve the quality of life of the people who live, work or visit Uttlesford”

The Council has identified five ways in which quality of life can be improved: these are the five **goals** of the Council’s Quality of Life Plan:

- Provide strong community leadership and openness
- Protecting and enhancing the environment and character of the district
- Improving access to value for money services
- Improving community safety and the health of the population
- Supporting lifelong learning and developing better opportunities for young people

In order to be able to fulfil its purpose, the Council needs to improve its own performance. The aim is to achieve continuous improvement and be recognised as an organisation, which characterises **excellence** in public service.

We have represented a framework for excellence in a graphic, which is called the ‘Uttlesford Excellence Model’, incorporating the key **themes**, which underpin our improvement programme.



Key tests

All the council’s policies and actions will be assessed against a number of key criteria. These criteria will ensure that cross-cutting issues are specifically considered before we proceed with identified actions. Key tests of policies will include:

Sustainability: does the proposed policy or action promote the council’s aim of delivering a more sustainable future for the people of the district?

Value for money: does the proposed policy or action represent a sound stewardship of public money and is the necessary balance between investment, quality, ambition, economy and opportunity being struck?

2 Reading this plan

The Corporate Plan for 2006-9 is intended to:

- ensure that the community of Uttlesford (in the widest sense) has a clear statement of the Council's programme for the year.
- allow elected members of the Council to ensure that the use of Council's staff and resources reflects the democratic will which they represent.
- be a tool for elected members to scrutinise the Council's work and monitor its performance.
- ensure that all of the Council's staff can understand how their own individual role is making a full contribution to achieving the Council's overall purpose.
- be a tool for managers to ensure that the activities of the organisation are co-ordinated and successful.

2.1 Corporate Plan Format

<p>Our Four Priorities for the year</p>	<p>A description of the four main areas of activity requiring continuous oversight by managers and/or councillors.</p> <p>This section sets out the main reason why the activity is a priority and outlines the main activities necessary. It identifies any specific resources allocated to that activity and also identifies the lead officer and in some cases, the lead member who is dealing with the project.</p> <p>An assessment of risk is given for each priority project.</p>
<p>Other Areas of Corporate Focus</p>	<p>In addition to priority activities, we are committed to delivering a number of cross-cutting improvements in the current year. These comprise topics which will be led by a named individual, but which will require involvement from staff in all services, and stimulate a collective corporate approach and awareness.</p>
<p>Performance Standards</p>	<p>A number of performance standards have been identified for the four priorities and areas of corporate focus.</p> <p>Together these form a balanced scorecard for the council around the Excellence themes.</p> <p>These standards are monitored and managed by Executive Management Team and the council's Performance Select Committee.</p>

2.2 Sections of the Plan

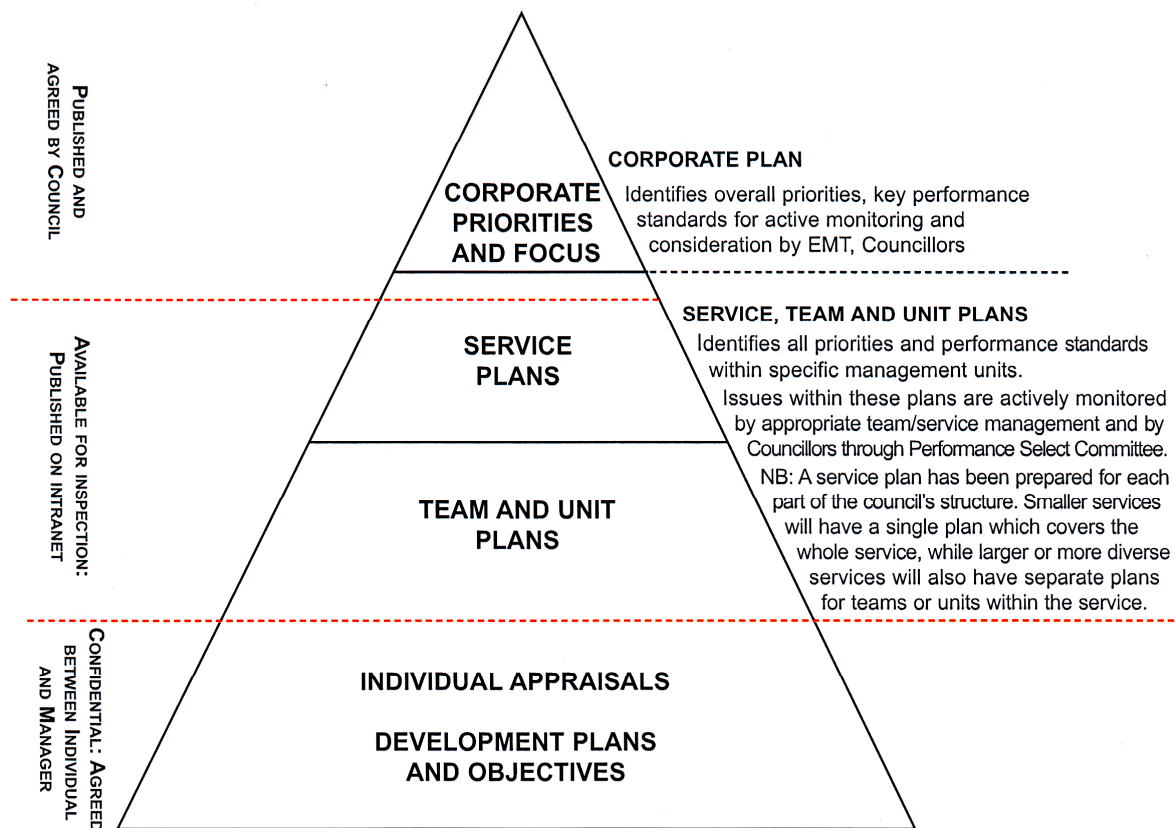


Figure 1: Council plans

The diagram shows the relationship between this – ‘tip of the iceberg’ document and the overall corporate and service planning process.

2.3 Additional plans and strategies

The Council develops its policy framework within a tight regulatory regime. That regime requires the preparation of certain documents – often in a prescribed format – sometimes by statute, sometimes by advice on best practice or from auditors. The full range of the Council’s plans and activities are described in the corporate, service or team plans. However, a number of other key documents and plans also exist or are in development including:

- Medium Term Financial Strategy
- Best Value Performance Plan (including Corporate Improvement Plan and local performance indicators)
- Health and Safety Policy
- Risk Management Strategy and Corporate Risk Register
- Training and Development Plan
- Action plans required following external inspections

3 Corporate Overview: Our Four Priorities

3.1 Priorities

The Council has identified four key priorities for the period April 2006 to May 2007. These are:

- Implementing the Council's Recycling Strategy
- Dealing with the proposals for the expansion of Stansted Airport and other development
- Progressing the Council's Integrated Customer Management (ICM) process
- User Focus & Community Engagement

The following diagram shows how they sit within the five goals of the Quality of Life Plan: with each of the four priorities making a contribution to the achievement of each of the five goals.

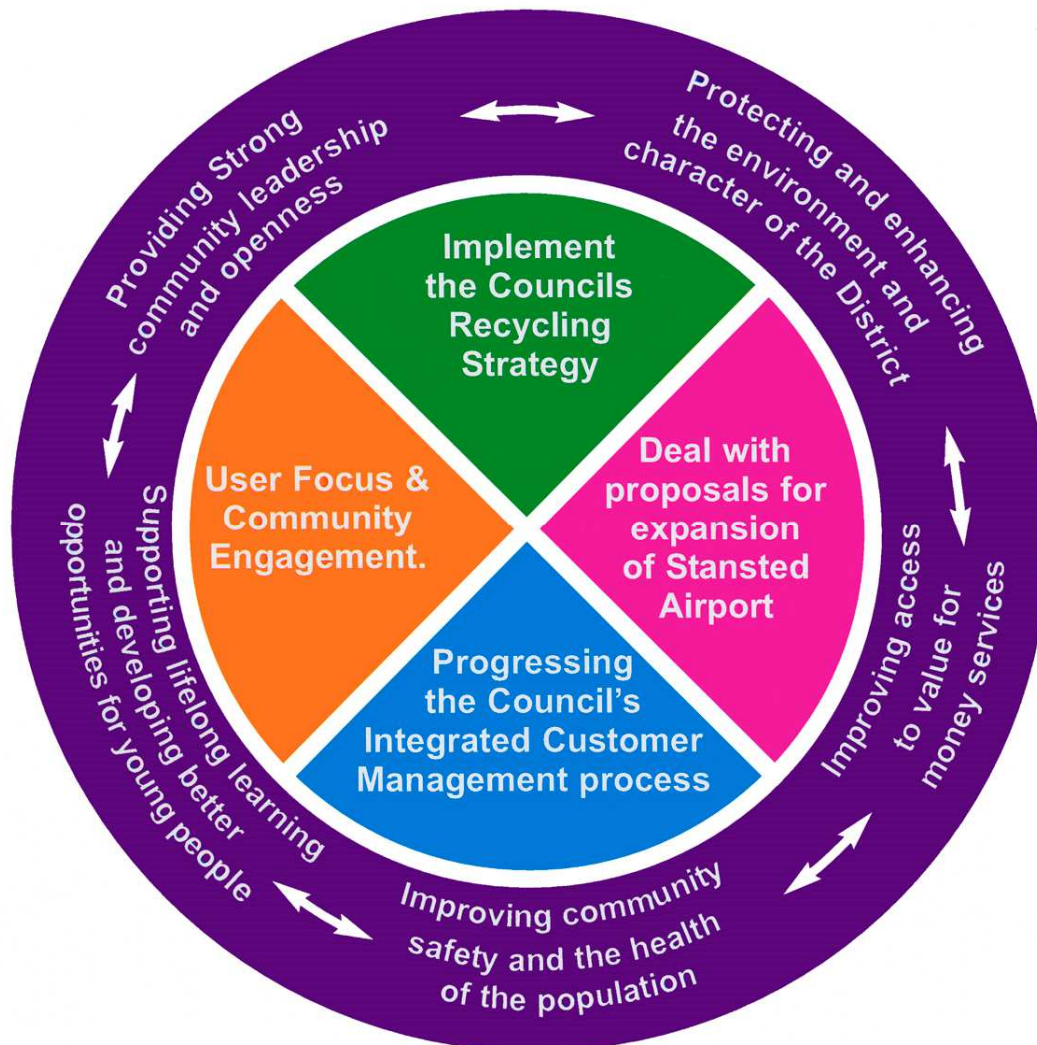


Figure 2: Priorities and goals

3.2 Priority Summaries

3.2.1 Implementing the Council's Recycling Strategy

Lead Executive Manager:	Diane Burrige
Project manager:	Ron Pridham
Summary:	The Council has adopted a new strategy to increase dramatically the proportion of domestic waste which is recycled in Uttlesford. This strategy requires a revised domestic waste collection service. The new system will be implemented during 2006. The cost of the project is significant, but so too are the benefits to the council in terms of recycling and in avoiding future costs. However, the new system is not fully understood, nor universally popular – its scale and the scale of the risk associated with the project is such that it needs to be regarded as a corporate priority this year.
Project Activities	<ul style="list-style-type: none"> ➤ Implement new recycling and waste collection system ➤ Harmonise employment terms for recycling and refuse collection workforce ➤ Obtain operators licence for transfer of fleet ➤ Education campaign to increase knowledge and awareness of recycling ➤ Refurbish recycling sites ➤ Seek additional recycling sites ➤ Phased review of weekend general waste skips ➤ Review policy for bulky household waste collection (depending on the provision of a civic amenity site serving the Great Dunmow area) ➤ Review commercial waste service including promotion of recycling facilities for business
Cost:	£420,000 pa additional ongoing costs plus £300,000 one-off costs.
Key risks	Recycling targets not met. New system implementation failure..

3.2.2 Dealing with the proposals for the expansion of Stansted Airport (and other development)

Lead Executive Manager:	John Mitchell
Project Manager:	Roger Harborough
Summary:	During 2006 the Council will need to deal with two separate proposals for the expansion of Stansted Airport. A planning application will be received for the expanded use of the runway at Stansted and the proposals for a second runway will also be developed. This will require the devotion of significant financial, managerial and political resource within the council and will present a significant challenge to the capacity of the Development Services and communications functions. The impact of dealing with these proposals on the district and on the council will be enormous.
Project Activities	<p><u>Maximum use of the existing runway</u></p> <ul style="list-style-type: none"> ➤ Anticipated submission at end of April/early May ➤ Preparing to receive the application for maximum use - allocation of professional and technical staff, planning of special meetings of DC Committee ➤ Engagement of the public, parish councils and other stakeholders (within and outside Uttlesford) in the decision process while retaining probity ➤ Aim for recommendation in September ➤ Post decision planning - if approved then negotiate s106 and ensure watertight. If refused then ensure reasons for refusal are sound and prepare for public inquiry in late 2006 - early 2007 <p><u>2nd runway</u></p> <ul style="list-style-type: none"> ➤ Submit Council's response to consultation on 2nd runway options ➤ Prepare for consultations on master planning process following conclusion of consultation on runway options ➤ Commence negotiations with BAA about the timing of the submission of a planning application ➤ Prepare to respond to "light touch" review of the Aviation White Paper, expected in early 2007 ➤ Communications – intensive and extensive public and stakeholder communication activities <p>(Ensure new development required by the East of England Plan takes place in the best interests of the district as a whole: and in accordance with the vision for the district agreed by the local strategic partnership)</p>
Cost	Staffing costs from budget Specialised consultants fees from District Character Reserve
Key risks	Environmental and quality of life damage to the district Substantial award of costs against the Council if application(s) refused for reasons which are not justifiable.

3.2.3 Progressing the Council's Integrated Customer Management (ICM) process

Lead Executive Manager:	Mike Brean
Project Manager:	Mike Brean
Summary:	The ICM process represents a radical change in the way the council operates. It will create significant improvements in our customers' experience and in our cost base and will impact on all parts of the council's activity. Its key feature is the establishment of a customer service centre which will deal with 80% of all council enquiries at first point of contact. In turn this requires widespread changes to internal processes and in the availability of information and integration between front and back office.
Project Activities	<ul style="list-style-type: none"> ➤ The implementation of a face to face and telephone customer service centre. ➤ Enhanced customer service provision at the community information centres at Great Dunmow and Thaxted. ➤ The deployment of the council's Customer Relationship Management (CRM) system at the Citizen's Advice Bureaux throughout the district. ➤ Introduction of 'new ways to pay' and the removal of cash collection service from council offices. ➤ Implementation of corporate document imaging throughout the authority. ➤ Implementation of a new telephone system with contact centre and voice over internet protocol functionality. ➤ Comprehensive re-engineering programme of front and back office processes. ➤ Partnership working with Essex County Council libraries. ➤ New and improved customer access channels, such as automated telephone payments. ➤ Deployment of performance management tools to enable comprehensive customer service standards and satisfaction levels to be monitored. ➤ Establishment of a National Land Property Gazetteer by linking the CRM database to the Local Land Property Gazetteer.
Cost:	One-off investment £700,000. Ongoing annual revenue savings £200,000
Key risks	Customer service improvements not realised; savings not achieved

3.2.4 User focus & Community engagement

Lead Executive Manager:	Tracy Turner
Project Manager:	Tracy Turner
Summary:	Reaching out to customers, understanding and meeting their needs and addressing aspirations is an ongoing challenge. There is increased national emphasis on making choice available to customers and citizens, contrasted with equal pressure for efficiency savings. The council will strengthen its work around user focus and community engagement, building on the newly established area panels and continuing to work in partnership with parish and town councils in the community.
Project Activities	<ul style="list-style-type: none"> ➤ Set up a diversity network and further development engagement with businesses in the district ➤ Explore customer led performance management ➤ Develop and implement communications & consultation strategy to enable a clearer picture of user and community views and aspirations ➤ Develop area panels – increasing scope, attendance and publicity and extending role into increased community visioning and engagement ➤ Consultation/development work with parish and town councils, including review and enhancement of the Parish Charter ➤ Review role and scope of parish liaison meetings to ensure clarity of role in relation to area panels and other arrangements. ➤ Audit and review corporate publications to provide attractive, timely and appropriate information tailored to diverse needs of users ➤ Further develop the look and feel of the website enhancing the user experience ➤ Continue to seek opportunities to provide CICs in areas where none currently exist: notably Stansted village – subject to cost and viability assessments.
Cost:	Within existing budgets
Key risks	Lack of capacity to deliver improvements; customer expectations not met.

4 Other Areas of Corporate Focus

In addition to the four key priorities there are a number of cross-cutting issues which require involvement from staff in all services.

4.1 Sustainable Council/Climate change/Nottingham Declaration action plan

Lead Executive Manager:	John Mitchell
Summary:	The Council has committed to developing an action plan following its signing of the Nottingham Declaration. It also has longstanding policy to promote sustainable organisational practice. During 2006-2007, the council will focus on becoming a more sustainable organisation through active energy management, reviewing policies relating to travel and working practices, a sustainable procurement policy and a paper-usage reduction programme. Externally, we will be considering how the effects of climate change may be ameliorated by exploring ways of using /conserving resources such as water. We will also be addressing the opportunities that exist within the planning system to promote or require more sustainable building practices.

4.2 Equalities and diversity

Lead Executive Manager:	Carole Hughes
Summary:	The council has a statutory duty to promote equality and diversity. To this end it will seek to secure 'Level 1' status in the Equality Standard, and reach level 2 by 2008. An initial assessment suggests that the council has significant work to undertake if it is to meet this requirement. Specific work programmes will be developed to address these requirements including an assessment of equalities policy in relation to all hard to reach groups – new communities, people with disabilities as well as people from ethnic minority groups.

4.3 People, performance and accountability

Lead Executive Manager:	Carole Hughes
Summary:	Advice from the Audit Commission, and our own assessment, identified the need to ensure that there is a clearer understanding of the full range of responsibilities and accountabilities borne by team and unit managers. Developing a full understanding of the role of management in relation to performance improvement, staff, property and financial management is central to achieving sustainable performance improvement. During 2006-7 we will build on the staff leadership development and appraisal programmes to sharpen accountability for performance and achievement.

4.4 Preparing for 2007

Lead Executive Manager:	Michael Perry
Summary:	The four-yearly election of the district council is one of the most complex electoral administration tasks which the council undertakes. Recent changes in legislation dealing with electoral registration and postal voting mean that the elections in 2007 will be still more challenging. Newly elected and returning members will need to be trained in the proposed new code of conduct in addition to the normal induction process. Equally, if the council is to succeed during the period 2007-11, it is important to ensure that the programmes of political groups are as well-developed as possible and that managers have the ability to anticipate the likely priorities of elected members during that term of office. It will be important to identify aspects of work where continuity will be possible as well as those areas where policy might change.

4.5 Strategic partnership working

Lead Executive Manager:	Tracy Turner
Summary:	The council is committed to working with Uttlesford Futures on delivering measurable improvements within the Local Area Agreement over the next three years. Structural changes such as police and PCT reorganisation may challenge existing partnership arrangements. The promised Local Government White Paper may point to alternative governance arrangements. During 2006-7 we will need to consider how we engage in and promote partnership working. This will include: considering the merger of Crime and Disorder Reduction Partnership and Local Strategic Partnership governance structures; working in partnership with County on issues of transport and highways and participating in a study to review two tier working in Essex; and exploring options for shared services. We will also need to address how we will work in partnership to address the economic future of the district.

4.6 Procurement

Lead Executive Manager:	Tracy Turner
Summary:	The requirements of Gershon, Continuous Performance Assessment (CPA), the National Procurement Strategy, and revised European regulations mean that the council must consider ways of strengthening its procurement skills and functions in a sustainable and cost effective way. During 2006-7 we will need to act on the results of an assessment by the Procurement Agency for Essex (PAE); seek to set up a procurement hub for North Essex and work with the PAE to develop the e-procurement tool, 'Marketplace'

4.7 Affordable housing

Lead Executive Manager:	Rod Chamberlain
Summary:	<p>The Council is extremely concerned about the high cost of the local housing market especially for young people. Many now have to leave their local community to access suitable accommodation. Accordingly the Council is engaged on policies that will increase the number of affordable homes within the District both for rent and Shared ownership. This requires close partnership working with other agencies. These include the Housing Corporation, Housing Associations, developers, Essex Supporting People Commissioning Body plus regional and sub-regional partners and local town and parish councils.</p> <p>Continuing to maximise affordable housing gain from new developments is key to achieving this objective. During 2006/7, in addition to the target of enabling 100 new affordable housing units, the Council will be working towards improving the type of emergency accommodation available to homeless people, maximising affordable housing opportunities on a number of sites within its ownership and undertaking work to fully utilise difficult to let sheltered housing. These initiatives could then release other general needs housing.</p>

5 Performance Standards

CPI	Performance Standard	2005/06 Outturn	2006/07 Target	Expected Outcome by 2008 or as specified	Priority/Area of Corporate Focus	Uttlesford Excellence Model Theme
1	External recognition and awards received		Enter at least 2 external national awards	Shortlisted for LGC Most Improved Council	Preparing for 2007	Excellence
2	CPA Assessment		Positive direction of travel	Improvement in CPA categorisation	Preparing for 2007	
3	Number of BVPIs in the top quartile		80%	Maximum number of Best Value Performance Indicators in top quartile	People, performance & accountability	
4	Investors in People		Complete groundwork for external assessment	Achieve IIP status for UDC	People, performance & accountability	
5	Number of council services/processes transferred to the Customer Services Centre		Establish baseline and targets	Maximum amount of suitable services and or processes transferred to the Customer Services Centre	Integrated Customer Management	
6	Savings achieved through efficient and affordable procurement			Maximum savings achieved through use of smart procurement practices	Procurement	
7	Project plans and risk assessment in place for, and monitored progress on, all significant projects			Annual completion of significant planned projects on time and within budget	Preparing for 2007	

CPI	Performance Standard	2005/06 Outturn	2006/07 Target	Expected Outcome by 2008 or as specified	Priority/Area of Corporate Focus	Uttlesford Excellence Model Theme
8	% corporate risk assessments carried out and regularly updated			Regularly reviewed corporate risk register	People, performance & accountability	Sustainable Council
9	Energy consumption/m2 UDC buildings		20% reduction on 2005/06 outturn	Increased energy efficiency by UDC	Sustainable Council	
10	Number of working days lost due to sickness absence minus long term sickness		6 days	Overall reduction in short term sickness	People, performance & accountability	People
11	Appraisals completed on time		100%	Completion of all annual appraisals on time	People, performance & accountability	
12	Staff satisfaction with UDC as employer		82%	Increased staff satisfaction	People, performance & accountability	
13	Level of the Equality Standard to which the organisation conforms (BVPI2a)		Level 2	Progression to highest equality standard possible	Equalities & Diversity	
14	Quality of the Race Equality Scheme and the resulting improvements (BVPI2b)		84.21% or greater	Maximum equality and diversity focus within UDC	Equalities & Diversity	

CPI	Performance Standard	2005/06 Outturn	2006/07 Target	Expected Outcome by 2008 or as specified	Priority/Area of Corporate Focus	Uttlesford Excellence Model Theme
15	Number of complaints received		Establish corporate system and establish baseline	Seek initial increase to capture all complaints. In time to achieve overall reduction.	Integrated Customer Management	Customers
16	Number of ombudsman complaints upheld		Zero	No ombudsman complaints upheld against the council	Integrated Customer Management	
17	Proportion of enquiries dealt with at first point of contact			To increase customer satisfaction through dealing with enquiries efficiently at first point of contact,	Integrated Customer Management	
18	% of complainants satisfied with the handling of their complaint (BVPI4)			Increased satisfaction through easy to use and understand systems for dealing with complaints	Integrated Customer Management	
19	Reduce volume of paper used by UDC	4.5m A4 paper sheets (copier)	20% reduction on 2005/06	Reduction in overall paper use through education and adoption of paperless working methods	Sustainable Council	
20	% invoices paid within 30 days or within payment terms		100%	Effective use of financial management system	People, performance & accountability	

CPI	Performance Standard	2005/06 Outturn	2006/07 Target	Expected Outcome by 2008 or as specified	Priority/Area of Corporate Focus	Uttlesford Excellence Model Theme
21	% citizens satisfied with the overall service provided (BVPI3)			Increased customer satisfaction with council services	User Focus/Community Engagement	Community
22	% land and highways assessed as having unacceptable levels of litter (BVPI199a)		7%	Increased customer satisfaction with cleaner environment	User Focus/Community Engagement	
23	% land and highways assessed as having unacceptable levels of visible graffiti (BVPI199b)		0%	Increased customer satisfaction with cleaner environment	User Focus/Community Engagement	
24	% land and highways with unacceptable levels of visible fly-posting (BVPI199c)		0%	Increased customer satisfaction with cleaner environment	User Focus/Community Engagement	
25	Reduction in number of incidents and increase in enforcement actions against flytipping (BVPI199d)		0%	Increased customer satisfaction with cleaner environment	User Focus/Community Engagement	
26	% people satisfied with the cleanliness standard in their area (BVPI89)			Increased customer satisfaction with cleaner environment	User Focus/Community Engagement	
27	% people satisfied with household waste collection (BVPI90a)			Increased customer satisfaction	Recycling Strategy	

CPI	Performance Standard	2005/06 Outturn	2006/07 Target	Expected Outcome by 2008 or as specified	Priority/Area of Corporate Focus	Uttlesford Excellence Model Theme
28	% people satisfied with waste recycling (BVPI90b)			Increased customer satisfaction	Recycling Strategy	Community
29	External funding through grants and bids	£233,000 (to be confirmed)	£256,000 (10% increase)	Increased funding available to UDC and community groups through grants and external funding bids	Strategic Partnership Working	
30	% appeals allowed against the authorities' decision to refuse (BVPI204)		30% or less	Local determination of development issues, retaining local voice	Stansted Airport & other development	
31	Number of public/parish representatives at area panel meetings		20 or more	Maximum local engagement with public, parishes and other community representatives	User Focus/Community Engagement	
32	% affordable housing available			Increase the availability of affordable housing within the district	Affordable Housing	

CPI	Performance Standard	2005/06 Outturn	2006/07 Target	Expected Outcome by 2008 or as specified	Priority/Area of Corporate Focus	Uttlesford Excellence Model Theme
33a	Positive news stories in specialist and trade press		At least 2 per quarter	Increased reputation of UDC and Uttlesford district	User Focus/Community Engagement	Communication
33b	Monitoring of local press coverage			Index of local press coverage (volume and quality) to be developed and monitored	User focus/community engagement	
34	Increase customer use of website		20% increase	Increased self service through the website and customer satisfaction	Integrated Customer Management	
35	Staff satisfaction with internal communications		80%	Maximum staff understanding and engagement with corporate issues	People, performance & accountability	
36	% phone calls answered within 6 rings		95%	Prompt response to phone calls	Integrated Customer Management	
37	% of letters acknowledged within 5 working days		100%	Prompt acknowledgement of letters	Integrated Customer Management	
38	% of letters answered within 10 working days		95%	Prompt substantive response to letters	Integrated Customer Management	

6 Service Plans

Abbreviated service plans are given here to explain:

- what issues lie within each service area
- focus for achievement in the next 12 months; and
- key targets

These service plans do not include the full range of activities within each service – which is available within the full service plan – nor do they itemise again work which has already been identified in earlier sections of this plan.

6.1 Corporate Governance – Executive Manager: Michael Perry

<p>What Do We Do?</p> <p>The Corporate Governance executive unit provides a diverse range of support and direct services including some of the Council's statutory regulatory functions:</p> <ul style="list-style-type: none"> ➤ Benefit Fraud investigations ➤ Democratic Services ➤ Emergency Planning ➤ Internal Audit ➤ Legal Services ➤ Licensing ➤ Local Land Charges ➤ Monitoring Officer 	
<p>Key Service Standards</p>	
Number of benefit prosecutions and sanctions	6 per 1000 case load
Percentage of standard searches carried out in 10 working days	100%
Percentage of summonses/notices taking possession/notices to quit issued within 5 working days	100%

Our Key Service Actions and Projects, in addition to the Corporate Priority Activities	By when			Service Section	Committee
	2006-07	2007-08	Beyond		
Understand and agree appropriate arrangements for processing income when the Council introduces new ways to pay	√			Democratic Services, Local Land Charges, Legal Services and Licensing.	Operations

Our Key Service Actions and Projects, in addition to the Corporate Priority Activities	By when			Service Section	Committee
	2006-07	2007-08	Beyond		
Identify potential partners for benefit fraud investigations and endeavour to establish partnerships		√		Benefit Fraud	Operations
Devise an electronic version of the Emergency Plan	√			Emergency Planning	Community
Identify potential partners for Internal audit and endeavour to establish partnerships	√	√		Internal Audit	Operations
Prepare Licensing Policy under the Gambling Act 2005 for adoption by the Council	√			Licensing/Legal Services	Licensing
Deal with applications for licences under the Gambling Act 2005 during the transitional period	√	√		Licensing	Licensing
Achieve Level 3 of National Land Information Service (electronic search delivery)	√			Local Land Charges	Operations
Service Budget 2006-7: Insert hyperlink					

6.2 Customer Services – Executive Manager: Mike Brean

What Do We Do?

Customer Services provides both outwardly and inwardly focused services as follows:

- Information and communications technology
- Local taxation
- Benefits
- Reception
- Cashiering
- Community information centres
- Tourist information centre
- Mailroom services
- Printing services
- Telecommunications

Key Service Standards

Personal visits	90% of customers seen within 5 minutes
Council staff who introduce themselves, wear identification and allow customer to check identity with council switchboard	100%
Response to complaints	100% either acknowledged within 5 working days or full response within 10 working days
Council Tax collection	98.99%
Average number of days to assess new benefit claims	21

Our Key Service Actions and Projects, in addition to the Corporate Priority Activities	By when			Service Section	Committee
	2006-07	2007-08	Beyond		
Embrace partnership working, including outcome of East of England centre of excellence study	√	√		Local taxation and benefits	Operations
Implement Information and Communication Technology strategy	√	√	√	Information and Communications Technology	Operations
Achieve benefits CPA performance standards framework rating of 'excellent'	√			Benefits	Operations
Implement new structure incorporating CSC and car parking enforcement	√			Support services	Operations
Maximising benefits of CRM and customer intelligence to understand meet the needs of our customer groups better	√	√	√		Operations
Archiving of system data		√		Local taxation	N/A
Direct payment of housing benefit	√			Benefits	Operations
Re-write of benefits debtors module	√	√		Benefits	N/A
Network printer project	√	√		Support services	Operations
Service Budget 2006-7: Insert Hyperlink					

6.3 Development Services - Executive Manager: John Mitchell

What Do We Do?	
<ul style="list-style-type: none"> ➤ Planning – including Policy, Conservation, Economic Development, Development Control and Enforcement ➤ Building Surveying – including Building Control, Access and Energy Management ➤ Architect – including building design, facilities management and design advice ➤ Engineering – including flood risk management and drainage 	
Key Service Standards	
The percentage of major applications determined within 13 weeks	60%
The percentage of minor applications determined within 8 weeks	65%
The percentage of "other" applications determined within 8 weeks	80%
The percentage of appeals allowed against authority's decision to refuse planning application	30% or less
ODPM National BV 205 rating score	100%
The % of building control applications determined within 5 weeks	98%
The % of building control site visits carried out on the day of request when received prior to 10am	100%

Our Key Service Actions and Projects, in addition to the Corporate Priority Activities	By when			Service Section	Committee
	2006-07	2007-08	Beyond		
Continue to implement and develop the Best Value Improvement Plan	√	√	√	Development Control, Policy and Conservation	Development Control; Environment
Continue to progress the Local Development Framework (LDF) and all related matters in accordance with the Local Development Scheme (LDS)	√	√	√	Policy and Conservation	Environment
To develop the Stansted Area Housing Partnership	√	√	√	Policy and Conservation	Environment; Community
Appoint an economic development officer to improve the economic vitality and diversity of the area by supporting and enhancing local businesses	√			Policy and Conservation	Environment

Our Key Service Actions and Projects, in addition to the Corporate Priority Activities	By when			Service Section	Committee
	2006-07	2007-08	Beyond		
Improve post decision procedures by introducing conditions compliance systems and minor amendments procedures	√			Development Control	Development Control
Continue to improve access to buildings used by the public throughout the District	√	√	√	All	Environment; Operations Development Control
Continue to implement and enable flood risk management schemes and the repair of sewage treatment works	√	√	√	Engineering	Environment
Take on the role of managing the Council's facilities and assets	√			Architect	Operations

Service Budget 2006-7: [Insert Hyperlink](#)

6.4 Environmental and Cultural Services - Executive Manager: Diane Burridge

What Do We Do?

We undertake a wide range of discretionary and statutory services to the community.

- Environmental Health - including Food Safety, Health and Safety, Environmental Protection, Port Health and Border Inspection Post – Airport, Animal Warden, Pest control, Health Promotion
- Street Services – including Recycling and Waste, Street Cleansing, Fleet management and Maintenance, Taxi testing, Cesspool maintenance, Grounds Maintenance, Saffron Walden Cemetery: Sexton duties
- Museum and Museum services

Key Service Standards

Percentage of missed bins collected by the end of the next working day	100%
Response to pest control request	Appointment to be agreed within 3 working days
Respond to a noise complaint within 24 hours, or the next working day	Within the next working day
Response to food complaints	Investigate within 24 hours
Removal of fly tipped materials and/or abandoned vehicles	Within 3 working days of first report
Food premises inspected in accordance with risk rating	100%

Our Key Service Actions and Projects, in addition to the Corporate Priority Activities	By when			Service Section	Committee
	2006-07	2007-08	Beyond		
Relocation of vehicle workshop	√	√		Street Services	Environment
Single Status for depot staff	√			Street Services	Environment
Essex integrated waste project	√	√	√	Street Services	Environment
Street sweeping review and implementation	√	√		Street Services	Environment
Obtain approval for MOT testing station status to allow licensed taxis to be MOT tested as a combined service		√		Street Services	Environment
Reschedule and implement the new vehicle service and	√			Street Services	Environment

Our Key Service Actions and Projects, in addition to the Corporate Priority Activities	By when			Service Section	Committee
	2006-07	2007-08	Beyond		
monitoring system.					
Implementation of the relevant provisions of the Clean Neighbourhood and Environment Act (details still to be agreed by members)	√	√		Environmental Health, Street Services	Environment Community
Make arrangements to take responsibility for stray dogs	√	√		Environmental Health	Community
Detailed assessment of air quality in Saffron Walden	√	√		Environmental Health	Environment
Implement requirement of Food Standards Agency for "Safer food better business"	√			Environmental Health	Community
Corporate Health and Safety: Establish systems and develop culture.	√	√	√	Environmental Health	Community
Fundraising and development of Museum Resource Centre	√	√	√	Museum	Community
Service Budget 2006-7: Insert Hyperlink					

6.5 Executive Programme Office - Executive Manager: Sarah McLagan

What Do We Do?

The executive unit is made up of the following service sections: -

- Programme Office – introducing and overseeing the use of the Council’s Project Management methodology, Change Management methodology and Corporate Project monitoring
- Corporate Project support, such as for the ICM project, Prioritisation
- Quality of Life Projects, including
 - Management of Decriminalised Parking Enforcement (DPE)
 - Bridge End Garden (BEG) restoration project
 - Community Healthcheck implementation and other development projects

In addition, the unit helps to deliver externally-focused projects that require Council representation and support.

Key Service Standards

Number of Penalty Charge Notices issued per year	7,638
Secure funding from Council and partners etc. to meet the funding requirement of Heritage Lottery Fund application for the Bridge End Garden restoration project	10% by 1 June 2006
Number of consultations (by UDC and others) with the Saffron Walden Business Forum	3

Our Key Service Actions and Projects, in addition to the Corporate Priority Activities	By when			Service Section	Committee
	2006-07	2007-08	Beyond		
Prepare for the in-house provision of the One-part Bus Pass to all recipients by 1 April 2007	√			Parking & Concessionary Fares	Environment
Complete the Parking Review and develop and implement an Action Plan to deliver the relevant Policies	√	√	√	Parking	Environment
Complete and implement Bridge End Garden Phase II project	√	√		Bridge End Garden	Community
Provide ongoing support for businesses by extending and strengthening the role and	√	√	√	Project Officer	Operations

activity of the Business Forum					
Support the opening of the community cinema	√			Project Officer	Operations
Provide support to other towns in Uttlesford to develop/ implement "healthcheck" style action plans		√	√	Project Officer	Operations
Continue to provide relevant support to initiatives established in Saffron Walden to ensure their sustainability and stability		√	√	Project Officer	Operations
Develop and implement a Change Management approach, supporting Toolkit and associated training for relevant staff	√			Programme Office	Operations
Service Budget 2006-7 Insert Hyperlink					

6.6 Finance And Asset Strategy - Executive Manager: Philip O'Dell

What Do We Do?	
Provision of a comprehensive financial management service covering:	
<ul style="list-style-type: none"> ➤ Accountancy ➤ Creditors ➤ Debtors ➤ Insurance ➤ Payroll ➤ Treasury management ➤ Asset management 	
Key Service Standards	
Audit Commission opinion on the Council's Statement of Accounts	Unqualified
Number of adjustments to the draft Statement of Accounts proposed by auditors	none
Number of days within which debts collected	30
CPA Use of Resources Score	At least level 2

Our Key Service Actions and Projects, in addition to the Corporate Priority Activities	By when			Service Section	Committee
	2006-07	2007-08	Beyond		
Finalise the Council's 2005/06 Statement of Accounts by 30 th June 2006 and obtain an unqualified external audit opinion by 30 th September 2006	√			Financial Services	Operations
Develop the Council's Medium Term Financial Strategy	√	√		Financial Services	Operations
Improve the Council's approach to the development of the Capital Programme and associated financing	√	√		Financial Services	Operations
Prepare and implement a Comprehensive Performance Assessment Use of Resources Action Plan	√	√	√	Financial Services	Operations
Service Budget 2006-7 Insert Hyperlink					

6.7 Housing Services - Executive Manager: Rod Chamberlain

What Do We Do?	
Landlord and related services concerning council houses, garages and other properties.	
<ul style="list-style-type: none"> ➤ Property Services ➤ Housing Management ➤ Programmed maintenance and estate management ➤ Housing Enabling 	
Key Service Standards	
Emergency Bed and Breakfast accommodation for families	100% to be for no longer than 6 weeks and only in emergencies
Time taken to re-let General Needs properties (unless major upgrading is taking place)	2.9 weeks
Date by which the condition of the Council's dwellings will meet the Government's Decent Homes Standard	1/4/07
To collect rent due or outstanding to the Council	98.25%
Provision (in conjunction with other agencies) of new affordable housing units each year	A minimum of 100

Our Key Service Actions and Projects, in addition to the Corporate Priority Activities	By when			Service Section	Committee
	2006-07	2007-08	Beyond		
Deliver the Decent Homes Standard	√	√	√	Property Services	Community
Manage Housing Single Status transition	√			Property Services	Community
Review Rent Deposit Scheme	√			Housing Management	Community
Conduct Tenant Forum election		√		Housing Management	Community
Maximise Council income re Gold Enterprise Zone	√	√	√	Programming	Environment
Carry out assessment of Choice Based Lettings scheme	√	√		Enabling	Community

Our Key Service Actions and Projects, in addition to the Corporate Priority Activities	By when			Service Section	Committee
	2006-07	2007-08	Beyond		
Decide on proposals for 1 st phase of small Council-owned sites across the District	√	√	√	Enabling and Programming	Community
Carry out full review of needs of 3 hard to let sheltered complex and implement programme of change	√	√	√	Enabling	Community
Review and implement appropriate provision for Homeless persons.	√	√	√	Enabling	Community
Complete the Vicarage Mead and Thaxted Day Centre refurbishments	√	√		Property Services	Community
Service Budget 2006-7 Insert Hyperlink					

6.8 Human Resources - Executive Manager: Carole Hughes

What Do We Do?

Human Resources comprises the HR and Corporate Administration which provide direct support for the organisation as follows:

- Human Resource Management
- Diversity and Equality,
- Staff Training and Development
- Developing external links to promote Lifelong Learning
- Corporate Administration

Key Service Standards

Using absence trends, provide targeted health awareness information, days or 'drop in' occupational health sessions	8 occasions during 2006
Improve the take-up of Lifelong Learning Loans, and the Education Fund	6 in total

Our Key Service Actions and Projects, in addition to the Corporate Priority Activities	By when			Service Section	Committee
	2006-07	2007-08	Beyond		
Implement legislative changes	√	√	√	HR	N/A
Review and revise the pay and reward, recruitment and promotion policies and procedures to promote greater flexibility for employees	√	√		HR	Operations
Develop and implement a plan to roll out the user access part of HR database to staff	√			HR	N/A
Implement a new staff induction process	√			HR	N/A
Service Budget 2006-7: Insert Hyperlink					

6.9 Strategy and Performance - Executive Manager: Tracy Turner

What Do We Do?

Overall responsibility for ensuring that service managers and members are supported in delivering effective performance and anticipating the changing legislative and policy environment. This includes:

- Strategic Partnerships
- Community Development and Leisure
- Performance Improvement
- Communication and Consultation
- Scrutiny and Policy Development
- Procurement

Key Service Standards

Satisfaction with sports and arts events	85%
Leisure event places booked as a % of those available	80%

Our Key Service Actions and Projects, in addition to the Corporate Priority Activities	By when			Service Section	Committee
	2006-07	2007-08	Beyond		
Develop and implement consultation and communications strategies	√	√	√	Communications	Performance Select
Review/revise and implement the Sustainable Community Strategy	√	√	√	Strategic Partnerships	Community
Review governance arrangements for the Crime and Disorder Reduction Partnership and Local Strategic Partnership	√			Strategic Partnerships	Council
Review the Crime and Disorder strategy in accordance with the Clean Neighbourhoods and Environment Act	√			Strategic Partnerships	Community
Develop and implement action plan on Every Child Matters	√	√	√	Strategic Partnerships	Community

Implement Cultural Strategy	√	√	√	Leisure & Community Development	Community
Develop Area Panels	√	√	√	Leisure & Community Development	Area Panels
Review Best Value and CPA processes or alternative legislative change	√	√	√	Performance Improvement	Performance Select
Develop Procurement Strategy	√	√	√	Performance Improvement	Operations
Service Budget 2006-7: Insert Hyperlink					