



Corporate Plan

Uttlesford District Council 2007-09

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Foreword by the Leader

Welcome to Uttlesford District Council's Corporate Plan 2007-09. This plan sets out the actions we will take over the next 18 months to deliver our priorities and the vision for Uttlesford. The plan also sets out the performance measures that we will look at to determine progress and success.

Through the commitment of officers, members and partners we will ensure that the unique character of Uttlesford and the quality of life we enjoy are sustained for all those who live, work or visit the district.

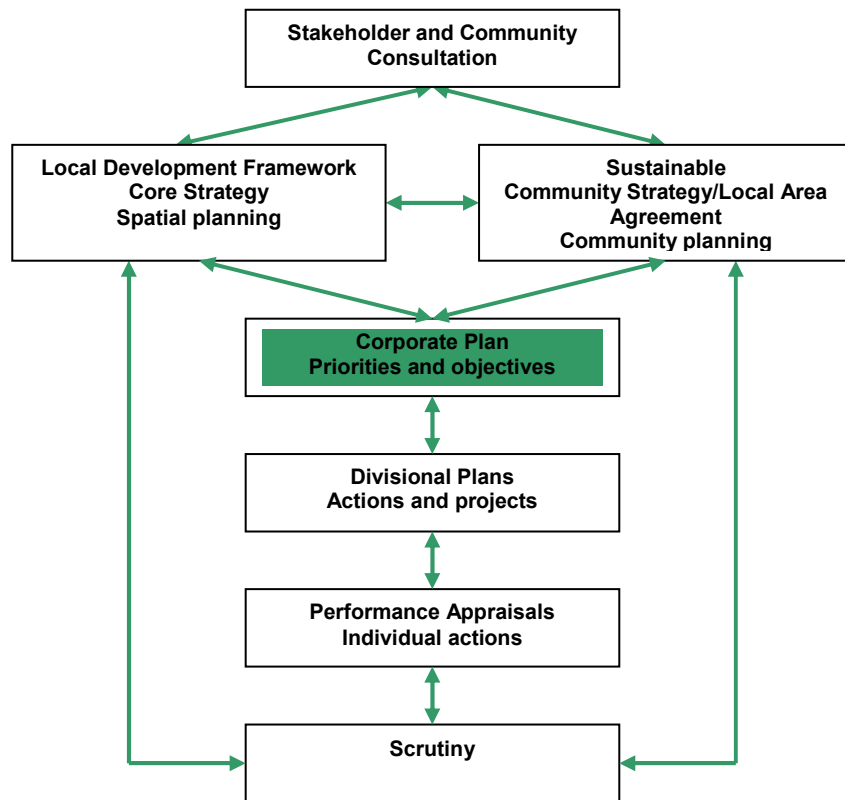
This has been a challenging year for the council but by focusing on the priorities in our corporate plan, this authority will continue to deliver the high quality services that residents expect.

Councillor Ketteridge
Leader of the Council

Corporate planning

The vision is for Uttlesford to *sustain a high quality of life in which the benefits of the unique character of the district are equally available to all residents, workers or visitors*. The council will seek to strengthen links with local, regional and national partners to maintain and enhance this vision.

The **corporate plan** sits at the heart of the corporate planning framework. It sets out how the council will contribute to the vision on behalf of Uttlesford residents.



The council has four priorities for 2007-09, which are supported by a number of key objectives:

FINANCE Effectively managing our finances and operating within budget	<ul style="list-style-type: none"> ▪ Continually improving financial management and delivering value for money services ▪ Delivering effective and sustainable procurement
PARTNERSHIPS Working to deliver effective and co-ordinated services with partners	<ul style="list-style-type: none"> ▪ Actively seeking opportunities for delivering services in partnership and developing shared service provision ▪ Actively leading Uttlesford Futures, our local strategic partnership and contributing to the delivery of the local area agreement ▪ Working in partnership to improve the safety, health and well-being of our communities ▪ Improving access to sport, leisure and cultural activities

<p>PEOPLE Consulting and engaging with staff and customers</p>	<ul style="list-style-type: none"> ▪ Encouraging community participation through effective consultation and engagement ▪ Developing the customer service centre and improving access to services ▪ Maintaining a high level of corporate governance and standards ▪ Developing and maintaining a motivated and high performing workforce
<p>ENVIRONMENT Protecting and enhancing the environment</p>	<ul style="list-style-type: none"> ▪ Opposing further expansion of Stansted Airport ▪ Managing development and delivering affordable housing for local people ▪ Developing sustainable communities by protecting and encouraging local facilities ▪ Developing energy efficiency policies to reduce our carbon footprint ▪ Improving environmental management and enforcement against environmental crime

This plan does not attempt to set out everything the council will do in the next 18 months but capture the main activities that will contribute towards these priorities. More detailed operational actions and projects are set out in the divisional plans.

Links to other strategies

<ul style="list-style-type: none"> ▪ Local Development Framework Core Strategy 	<p>The core strategy is one of the key documents in the new local development framework for Uttlesford. The LDF sets out the council's strategy for managing development and growth alongside the day-to-day planning policies for determining planning applications. It is an important component in delivering the 'spatial' elements of the sustainable community strategy.</p>
<ul style="list-style-type: none"> ▪ Sustainable Community Strategy 	<p>The sustainable community strategy is put together by Uttlesford Futures, a partnership of public, private and voluntary sector organisations. The first community strategy <i>Shaping the Future of Uttlesford</i> was published in 2003. Uttlesford Futures is now working on a new strategy for 2008 that will focus on the following themes:</p> <ul style="list-style-type: none"> ▪ Children and young people matter ▪ Staying healthy ▪ Where we live ▪ Developing business and bringing prosperity ▪ Getting around ▪ Learning and skills for life ▪ Getting on well together ▪ Feeling safe <p>The strategy will bring together elements of 'spatial' and 'community' planning and develop an integrated approach to social, economic and environmental issues by tackling the challenges facing Uttlesford in the future.</p>

- **Local Area Agreement**

The local area agreement *Health and Opportunity for the People of Essex* is an agreement between public, voluntary and community sector partners across Essex to achieve outcomes that are regarded as key to making Essex a better place to live and work. The Essex LAA sets out a series of targets structured around four blocks:

- Children and young people
- Healthier communities and older people
- Economic development
- Safer and stronger communities

These are now being reviewed and a new Essex LAA negotiated for 2008. The emerging themes are:

- Safe and healthy
- Supportive communities
- Fulfil potential in education, work and leisure
- Protect and enhance natural environment

The Essex LAA aims to bring additionality and better value for money from the billions of public funding that Essex receives.

Corporate priorities

This section sets out the activities and projects that are of corporate significance, identifies the lead officer with responsibility for taking the issue forward, and the committee or other member body with responsibility for overseeing progress.

FINANCE

Establishing a sound financial strategy and budget

The council's financial situation is challenging, and there is a need to improve it as a matter of urgency. The medium term financial strategy will be revised by February 2008 and will set out the financial plans for the period 2008-11. This will include projections of future income, the necessary level of reserves, the size of the capital programme, the position of the housing revenue account and the council's ongoing revenue spending. The objective is to ensure that spending is brought back into line with budget by the end of financial year 2008-09, that the level of reserves can be increased to meet reasonable contingencies.

Lead Officer: Chief Finance Officer

Member Responsibility: Finance and Administration, Performance Select

PARTNERSHIPS

Sustainable Community Strategy/Local Area Agreement

The council needs to work with many other agencies - public, private and voluntary - to deliver the best possible future for the people of the district. There are two key documents which are currently being developed which will support this: the sustainable community strategy is a plan for the future of Uttlesford which commits all agencies to work together towards a single vision in the medium term; and the Local Area Agreement is a joint statement of priorities and targets for the whole of Essex, which should reflect local, county, regional and national priorities. The sustainable community strategy is due to be completed by March 2008, and the local area agreement by June 2008. Both will have associated action plans that will need to be built into the council's own plans as appropriate.

Lead Officer: Director of Central Services (Partnerships and Performance)

Member Responsibility: Uttlesford Futures Board, Council

Strategic Partnerships

There is strong evidence from other parts of the country that services can be delivered more effectively, to a higher standard and for better value when two or more organisations choose to co-operate in delivering them. These partnerships can be between councils, between a council and other public bodies, or between a council and the private sector. The long term financial sustainability of Uttlesford's services depend upon effective working in partnership. Proposals will be developed to take this agenda forward in a purposeful way during the course of 2008-09.

Lead Officer: Chief Executive

Member Responsibility: Finance and Administration, Committee Chairs

PEOPLE

A motivated and high performing workforce

The council benefits from a high level of staff commitment, and we want to continue to do so. A reformed approach to Human Resource management is being developed with a view to establishing a more flexible management culture, which places high value on flexibility, fairness and reward while ensuring effective accountability and high performance. The current HR team is being reviewed to see how it should develop to fit with these objectives, and the processes of staff engagement and consultation are also under review to ensure that all who work for the council can be fully engaged in delivering the council's priorities and objectives. The first stage of this will be a report from the current Interim Head of Human Resources by February 2008.

Lead Officer: Director of Central Services (Human Resources)

Member Responsibility: Finance and Administration

Uttlesford 2011 - Customer Care

A key driver for the future of service quality in Uttlesford will be to have a far more customer focused approach to service delivery. This is a key element of the Uttlesford 2011 transformation programme. This encompasses: ensuring the full effectiveness of the U-connect customer service centre and its integration with partner organisations wherever possible; a continued drive to make the best use of technology to support excellent response to customer demand and a significantly improved speed of response to customer enquiries. As part of this programme, we are looking to move our customer services operation in Great Dunmow to a shared facility with Essex Libraries, thereby moving towards relinquishing the need to use our existing Dunmow office base. We will also seek similar opportunities in other parts of the district.

Lead Officer: Director of Operational Services (Corporate Support and Revenue)

Member responsibility: Finance and Administration, Performance Select

ENVIRONMENT

Local Development Framework Core Strategy

The local development framework will set out the agreed spatial plan for the future of Uttlesford for the next fifteen years. The current stage of consultation will close in January 2008, with the anticipated date for adoption of the core strategy in 2009. The outcome of this process will need to reflect national and regional targets, local aspirations, sustainability and the understandable concern of the whole of the district to preserve and promote the quality of the environment that Uttlesford residents expect to enjoy.

Lead Officer: Director of Development Services (Planning and Housing Strategy)

Member Responsibility: Environment

Stansted Airport

The proposals for development of Stansted Airport continue to be a major concern and challenge to the future well-being of the district and the surrounding area. The decision on the outcome of the recent public inquiry is expected in early 2008, as is an application for permission to build a second runway.

Lead Officer: Director of Development Services (Planning and Housing Strategy)

Member Responsibility: Stansted Airport Advisory Panel, Development Control

Corporate development

In addition to the activities above - which reflect the main priorities of the council, there are also key corporate development issues which need to be tackled. While these may not have the same obvious external priority as those outlined above, they do represent key building blocks for a successful organisation in the context of the requirements placed on 21st century local authorities. These include:

- **An effective performance and project management approach**

Lead Officer: Director of Central Services (Partnerships and Performance)

Member Responsibility: Performance Select

- **Effective communication with staff, members, partners and the public**

Lead Officer: Chief Executive (Community Engagement)

Member Responsibility: Committee Chairs

- **A robust risk management strategy that is fully understood by key managers and members**

Lead Officer: Assistant Chief Executive

Member Responsibility: Risk Management Steering Group, Performance Select

Corporate plan actions

The pages that follow outline the key actions that will contribute to delivering the council's priorities and objectives, along with the timescales for completion, lead officers and responsible committees.

FINANCE - Effectively managing our finances and operating within budget

Improve financial management and deliver value for money services

▪ 2007/08 Budget	Minimise any overspend for 2007/08	18 February 2008	Chief Finance Officer	Finance and Administration, Council
▪ 2008/09 Budget	Produce a balanced budget for 2008/09	18 February 2008	Chief Finance Officer	Finance and Administration, Council
▪ Medium Term Financial Strategy	Revise and update the Medium Term Financial Strategy	18 February 2008	Chief Finance Officer	Finance and Administration, Council
▪ Budget Monitoring	Produce template for provide regular budget monitoring reports	31 July 2008	Chief Finance Officer	All Committees
▪ Asset rationalisation	Produce a plan for better utilisation of organisational assets	18 February 2008	Director of Operational Services (Corporate Support and Revenue)	Finance and Administration, Performance Select

Deliver effective and sustainable procurement

▪ Procurement	Maximise use of the Essex Procurement Hub and Procurement Agency for Essex	31 March 2009	Assistant Chief Executive	Finance and Administration, Performance Select
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Corporate Indicators:

- Amount of spend against budget
- Percentage of budgets not overspending
- Procurement savings against budget

PARTNERSHIPS - Working to deliver effective and co-ordinated services with partners

Actively seek opportunities for delivering services in partnership and develop shared service provision

<ul style="list-style-type: none"> ▪ Shared services 	Seek partnership arrangements with other public, private and third sector organisations to promote effective working, and develop plan for shared services to provide a platform for early assessment of potential partnership arrangements	31 January 2008	Director of Central Services (Partnerships and Performance)	Finance and Administration
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Actively lead Uttlesford Futures and contribute to the delivery of the local area agreement

<ul style="list-style-type: none"> ▪ Sustainable Community Strategy 	Publish new sustainable community strategy and action plans, with agreed performance indicators and targets	31 March 2008	Director of Central Services (Partnerships and Performance)	Uttlesford Futures Board
<ul style="list-style-type: none"> ▪ Local Area Agreement 	Negotiate targets for the new local area agreement in partnership with Essex County Council and the wider Essex Partnership	30 June 2008	Director of Central Services (Partnerships and Performance)	Uttlesford Futures Board

Work in partnership to improve the safety, health and well-being of our communities

<ul style="list-style-type: none"> ▪ Strategic Assessment and Anti-Social Behaviour Strategy 	Lead on the strategic assessment of community safety and produce an anti-social behaviour strategy, in conjunction with the Crime and Disorder Reduction Partnership	31 March 2008	Director of Central Services (Partnerships and Performance)	Uttlesford Futures Board
<ul style="list-style-type: none"> ▪ Scores on Doors Scheme 	Recommend a Scores on Doors scheme that provides a food hygiene rating via the website for implementation in 2008	31 March 2008	Director of Operational Services (Environmental Health)	Community
<ul style="list-style-type: none"> ▪ Choice Based Lettings 	Introduce a choice based lettings scheme to give housing applicants more choice about where they want to live	30 November 2007	Directors of Operational Services (Housing Management)	Community
<ul style="list-style-type: none"> ▪ Homelessness Strategy 	Review the homelessness strategy and identify housing priorities to better prevent homelessness	30 June 2008	Directors of Operational Services (Housing Management)	Community
<ul style="list-style-type: none"> ▪ Supported Housing 	Review and update the supported housing service to ensure that the stock and type of support available meets the needs of elderly and vulnerable people	31 January 2009	Directors of Operational Services (Housing Management)	Community

<ul style="list-style-type: none"> ▪ Homeless Accommodation 	<p>Improve provision, range and quality of temporary accommodation for the homeless by eradicating use of bed and breakfast and developing managed short-term accommodation</p>	<p>31 March 2009</p>	<p>Directors of Operational Services (Housing Management)</p>	<p>Community</p>
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Improve access to sport, leisure and cultural activities

<ul style="list-style-type: none"> ▪ Leisure Connection 	<p>Monitor the PFI with Leisure Connection and develop sports and leisure at Lord Butler, Great Dunmow and Mountfitchet Romeera</p>	<p>31 March 2009</p>	<p>Director of Central Services (Partnerships and Performance)</p>	<p>Community</p>
<ul style="list-style-type: none"> ▪ Sports Outreach 	<p>Develop the community sports outreach programme provided for young people in the evenings to improve social interaction and reduce anti-social behaviour</p>	<p>31 March 2008</p>	<p>Director of Central Services (Partnerships and Performance)</p>	<p>Community</p>

Corporate Indicators:

- Amount of savings from shared services
- Council-led sustainable community strategy actions completed on time
- LAA
- Housing

PEOPLE - Consulting and engaging with staff and customers

Encourage community participation through effective consultation and engagement

<ul style="list-style-type: none"> ▪ Consultation 	<p>Embed the consultation framework to better co-ordinate and more effectively engage the community, and in partnership with Essex County Council, develop TalkEssex and an online toolkit to assist practitioners in designing and carrying out consultation</p>	<p>31 March 2008</p>	<p>Director of Central Services (Partnerships and Performance)</p>	<p>Performance Select</p>
<ul style="list-style-type: none"> ▪ Committee Structure and Area Panels 	<p>Establish a new and more effective committee structure, including revision to the area panels to improve engagement of parish and town councillors and the community</p>	<p>31 March 2008</p>	<p>Chief Executive (Community Engagement)</p>	<p>Constitution Task Group, Council</p>
<ul style="list-style-type: none"> ▪ Migrant Workers 	<p>Work with migrant worker communities and help them become self-supporting, in partnership with Braintree and East Hertfordshire district councils</p>	<p>30 September 2008</p>	<p>Director of Central Services (Partnerships and Performance)</p>	<p>Community</p>

Develop the customer service centre and improve access to services

▪ UConnect	Deliver the milestones for developing the customer service centre	31 March 2009	Director of Operational Services (Corporate Support and Revenue)	Finance and Administration
▪ Dunmow Library	Develop plan for introducing a council presence within Dunmow library	31 January 2008	Director of Operational Services (Corporate Support and Revenue)	Performance Select
▪ Website	Redesign the website to make it more customer-focused, transactional and easier to navigate	31 March 2008	Chief Executive (Community Engagement)	IT Working Group, Finance and Administration

Maintain a high level of corporate governance and standards

▪ Performance Management	Embed the performance management framework to deliver continuous improvement, including developing Covalent to co-ordinate corporate planning, budget setting, risk management and performance	Ongoing completion by 31 March 2009	Director of Central Services (Partnerships and Performance)	Performance Select
▪ External Inspection and Challenge	Learn from external inspections and peer challenges, and implement recommendations to continually improve	Ongoing completion by 31 March 2009	Director of Central Services (Partnerships and Performance)	Performance Select

▪ Scrutiny	Develop the scrutiny function and a framework for responding to the new community call for action	Ongoing completion by 31 March 2009	Director of Central Services (Partnerships and Performance)	Scrutiny
▪ Complaints management	Develop corporate monitoring of customer comments, compliments and complaints	31 March 2008	Chief Executive (Community Engagement)	Performance Select

Develop and maintain a motivated and high performing workforce

▪ Mobile and Homeworking	Develop a strategy for mobile and homeworking and encourage staff participation	31 January 2008	Director of Central Services (Corporate Support and Revenue)	Finance and Administration
▪ Human Resources Strategy	Develop a strategy for HR provision, diversity and equality, capacity building, succession planning, rewards, health, safety and welfare	29 February 2008	Director of Central Services (Human Resources)	Finance and Administration

Corporate Indicators:

- U-connect enquiries dealt with at first point of contact
- Staff satisfaction survey
- Staff that are up-to-date on appraisals

ENVIRONMENT - Protecting and enhancing the environment

Opposing further expansion of Stansted Airport

▪ Stansted Airport	Inquiry on second runway	31 March 2009	Director of Development Services (Planning and Housing Strategy)	Development Control
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Managing development and delivering affordable housing for local people

▪ Local Development Framework	Progress the Local Development Framework Core Strategy, General Development Control and Site Specific Development Plan documents in accordance with the Local Development Scheme	31 March 2009	Director of Development Services (Planning and Housing Strategy)	Environment
▪ Housing Strategy	Develop comprehensive housing strategy to identify key issues and develop solutions to meet the housing needs of the district	30 June 2008	Director of Development Services (Planning and Housing Strategy) Director of Operational Services (Housing Management)	Communities
▪ Strategic Housing Market Assessment	Undertake strategic assessment of housing market	31 March 2008	Director of Development Services (Planning and Housing Strategy)	Communities
▪ Pre-application Service	Introduce charging for pre-application services for non-householder applications	31 December 2008	Director of Development Services (Planning Control)	Development Control

<ul style="list-style-type: none"> ▪ Affordable housing 	Maximise affordable housing gain from new developments, and work with parish councils and other bodies to identify appropriate exception sites for 100% affordable housing	Ongoing completion by 31 March 2009	Director of Development Services (Planning Control)	Development Control
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Developing sustainable communities by protecting and encouraging local facilities

<ul style="list-style-type: none"> ▪ Economic Development 	Bid for Rural Development Programme funding to support land-based businesses in reducing their carbon footprint	31 January 2008	Director of Development Services (Planning and Housing Strategy)	Environment
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Developing energy efficiency policies to reduce our carbon footprint

<ul style="list-style-type: none"> ▪ Energy Performance Certificate 	Seek accreditation to undertake energy performance certification of new build housing	31 March 2008	Director of Development Services (Building Surveying)	Environment
<ul style="list-style-type: none"> ▪ Home Energy 	Seek to achieve the 2010 Home Energy Conservation Act target by promoting insulation grants, paying particular attention to listed buildings	31 March 2009	Director of Development Services (Building Surveying)	Environment

▪ Climate Change Strategy	Implement actions in the climate change strategy and seek to achieve the Eco-Management and Audit Scheme accreditation	31 March 2009	Director of Development Services (Building Surveying)	Environment
▪ Environmental Policy	Establish an Environmental Policy	31 March 2008	Director of Development Services (Building Surveying)	Environment
▪ Emissions	Reduce direct emissions via an ongoing programme of emissions reduction improvements to buildings and fleet including energy efficiency, renewable and alternative fuels	31 March 2008	Director of Development Services (Building Surveying)	Environment

Improving environmental management and enforcement against environmental crime

▪ Waste Management	Implement the waste management strategy to reduce waste and increase recycling and composting	31 March 2009	Director of Operational Services (Street Services)	Environment
▪ Waste Services	Explore partnership options with neighbouring councils to provide better value for money services	30 September 2008	Director of Operational Services (Street Services)	Environment

<ul style="list-style-type: none"> ▪ Street Cleaning 	<p>Undertake a review of street cleaning and implement recommendations to improve the efficiency and effectiveness of the service</p>	<p>31 March 2009</p>	<p>Director of Operational Services (Street Services)</p>	<p>Environment</p>
<ul style="list-style-type: none"> ▪ Environmental Crime 	<p>Raise awareness of environmental crime and, in partnership with town and parish councils, enforce the Clean Neighbourhoods and Environment Act by issuing fixed penalty notices for littering, fly-tipping, fly-posting, graffiti and abandoned vehicles</p>	<p>31 March 2009</p>	<p>Director of Operational Services (Street Services)</p>	<p>Environment</p>

Corporate Indicators:

- Amount spent on energy, equivalent CO₂ and percentage change
- Number of returned visits to collect missed bins
- Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly-posting)
- Percentage of household waste recycled and composted

Performance management

The corporate plan will be monitored under the council’s performance management framework. This sets out the monitoring and reporting timescales for the council’s strategic and operational plans and evidences how well the council is progressing against the priorities and the vision for Uttlesford.

The performance management framework incorporates actions and indicators from the sustainable community strategy and local area agreement, corporate plan, divisional plans and performance appraisals.



Performance is reviewed and challenged regularly by the appropriate management board or committee. The reporting framework is outlined below:

Sustainable Community Strategy / Local Area Agreement	SCS Actions SCS / LAA Indicators	Uttlesford Futures Board	Quarterly
Corporate Plan	Corporate Plan Actions	Strategic Management Board Performance Select	Six monthly
	Corporate Indicators	Strategic Management Board Performance Select	Monthly Quarterly
Divisional Plans	Divisional Plan Actions	Operational Board Strategic Management Board	Six monthly
	Service Indicators	Operational Board Strategic Management Board Performance Select	Quarterly
Performance Appraisals	Individual Development Plan Actions	Human Resources	Six monthly

Ultimately, the corporate plan will be reviewed by Performance Select Committee on a six monthly basis.