



Corporate Plan

Uttlesford District Council 2009-12

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Foreword by the Leader and the Chief Executive

Welcome to Uttlesford District Council's Corporate Plan 2009-12. This plan sets out the actions we will take over the next 3 years 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.

The Council continues to deliver good services despite continuing financial challenges. The Council sought, and obtained, external funding to build capacity from Improvement East, and has and is being assisted in its recovery by a Voluntary Improvement Board, chaired by the Audit Commission and working to a short term recovery and improvement plan. We received an unqualified audit of our 2007-8 accounts – a significant achievement in the light of our recent history. Unfortunately we continue to receive a low score of 1 for Use of Resources, and a key action of this Plan is to improve our position. Given the new, harder, test for 2009-10 it is unlikely that our position will improve until 2011. There is no doubt that further external support will be required if we are to fulfil that goal.

Through the commitment of officers, members and partners we will continue to 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. The financial constraints affecting the Council do mean however that increases in service delivery in certain areas may mean a reduction in others.

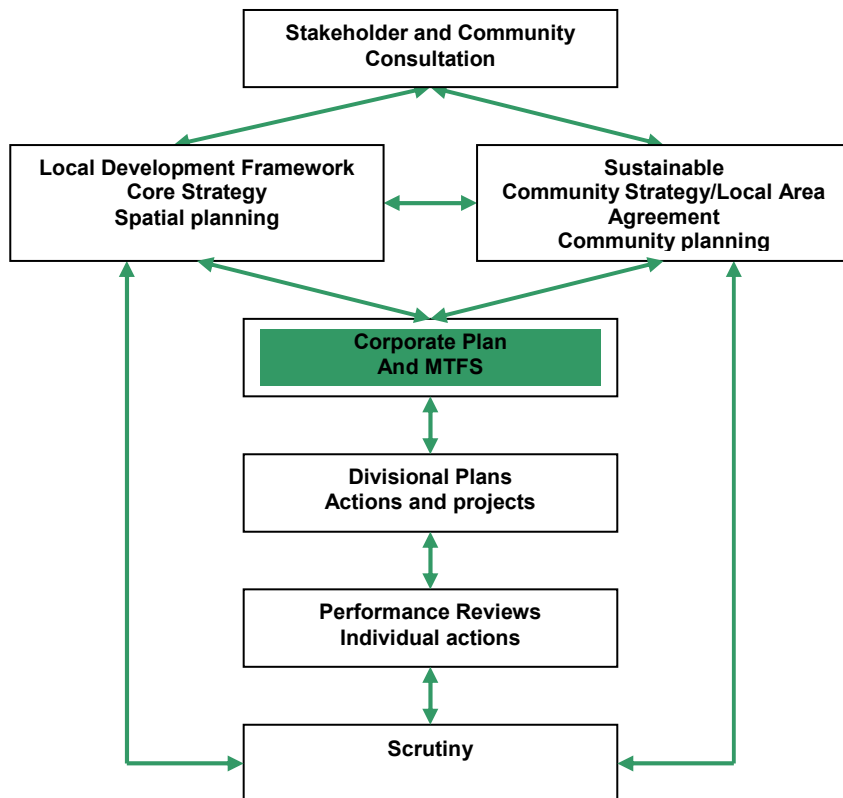
Looking inwards the Council will continue to place its greatest emphasis on financial control and management, aiming to secure demonstrable value for money at every opportunity. Looking outwardly the Council will give top priority, as best it can, to meeting the needs of those residents and businesses that are badly affected by the current financial climate. In the medium term the Council needs to reduce expenditure or increase income by some £1.3m, and has to brace itself to take some radical and tough decisions. This plan sets out the framework by which it will make those tough decisions.

Uttlesford residents recently expressed the highest level of satisfaction with their local area when compared with all other Essex Districts. It is our purpose to keep it that way.

Councillor Ketteridge	John Mitchell
Leader of the Council	Chief Executive

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 continue to strengthen links with local, regional and national partners to maintain and enhance this vision. This year, and beyond if need be, the Council will focus on helping those in hardship caused by the current recession. The overarching strategy for the medium term is to reduce our cost base by £1.3M, by finding radical ways to deliver our services. 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 carries forward the four priorities from 2007-09 to 2009-12, which are supported by a number of key objectives:

FINANCE Effectively managing our finances and operating a decreasing budget so as to achieve a Use of Resources score of “2” by 2011	<ul style="list-style-type: none"> ▪ Continually improving financial management and ensuring the Council remains financially sound ▪ Delivering effective and sustainable procurement and asset management ▪ Increasing the emphasis on demonstrable value for money
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PARTNERSHIPS	<ul style="list-style-type: none"> ▪ Actively seeking opportunities for delivering services in
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<p>Working to deliver effective and co-ordinated services with partners and others, at reduced cost while helping those in hardship</p>	<p>partnership, with or by third parties and /or devolving service provision and developing shared service provision</p> <ul style="list-style-type: none"> ▪ Actively leading Uttlesford Futures, our local strategic partnership and contributing to the delivery of the local area agreement ▪ Working in partnership to improve the prosperity, safety, health and well-being of our communities, particularly to meet the needs of people affected by the current recession ▪ Improving access to affordable sport, leisure and cultural activities
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<p>PEOPLE Consulting and engaging fairly with staff and customers, and helping those in hardship</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 ▪ Further embedding the principles of equalities throughout the work of the Council ▪ Active engagement in good health and safety practice at work and with the community
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<p>ENVIRONMENT Protecting and enhancing the environment</p>	<ul style="list-style-type: none"> ▪ Continuing opposition of 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 and assist with fighting fuel poverty ▪ Improving environmental management and enforcement against environmental crime ▪ Minimising waste by promoting reuse and maximising recycling
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This plan does not attempt to set out everything the council will do in the coming months and years but captures 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>
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<ul style="list-style-type: none"> ▪ Sustainable 	<p>The sustainable community strategy is put together by Uttlesford</p>
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<p>Community Strategy</p>	<p>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 produced a new strategy for 2009 that focuses 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 brings together elements of ‘spatial’ and ‘community’ planning and develops an integrated approach to social, economic and environmental issues by tackling the challenges facing Uttlesford in the future.</p>
<ul style="list-style-type: none"> ▪ Medium Term Financial Strategy 	<p>The medium term financial strategy complements the Corporate Plan. It sets out how resources will be used to achieve corporate priorities, and forecasts the level of savings needed to ensure that the Council remains on a stable financial footing.</p>
<ul style="list-style-type: none"> ▪ Local Area Agreement 	<p>The local area agreement <i>Liberating Potential, Fulfilling Lives</i> 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:</p> <ul style="list-style-type: none"> ▪ Our people ▪ Our communities ▪ Our economy ▪ Our world <p>The Essex LAA aims to bring higher quality and better value for money from the billions of public funding that Essex receives.</p>

Consultation

We asked our residents, businesses and Parish Councils what they thought the Council should concentrate on from 2009-12. We did this via a questionnaire to every household in the District which could also be completed on our website. We also held 2 Community Area Forums to discuss our priorities.

As well as asking for general views we asked contributors to mark their top 3 priorities from the following list:

- A) Improving Value for Money Services (Finance)
- B) Continuing with sound financial management devolving services to our communities wherever possible (Finance)
- C) Addressing health inequalities (Partnerships)
- D) Improving customer service at the point of contact (People)
- E) Continuing to oppose further expansion of Stansted Airport (Environment)
- F) Managing development and providing affordable housing for local people (Environment)
- G) Reviewing the food waste collection service (Environment)
- H) Reducing crime and disorder in partnership with the police and others (People)
- I) Keeping our streets and spaces clean and safe (Environment)
- J) Helping the homeless, benefit claimants and other victims of the credit crunch (People)
- K) Promoting and subsidising arts and cultural activity (People)
- L) Other

The top 3 priorities chosen by our community are:

- Continuing to oppose further expansion of Stansted Airport
- Reducing crime and disorder in partnership with the police and others
- Keeping our streets and spaces clean and safe

The remainder, in order, are:

- Managing development and providing affordable housing for local people
- Improving Value for Money Services
- Continuing with sound financial management devolving services to our communities wherever possible
- Promoting and subsidising arts and cultural activity
- Helping the homeless, benefit claimants and other victims of the credit crunch
- Addressing health inequalities
- Improving customer service at the point of contact
- Reviewing the food waste collection service

These are incorporated into this document. Although helping victims of the recession did not feature highly the Council considers it would be failing in its duty if it did not give full attention to this urgent matter. Other suggestions put forward include building more Council houses, stopping all housing development, building a theatre and a craft centre in Saffron Walden and facilitating travel by airship.

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. It is emphasised that these priorities, although assigned to a lead officer, are the responsibility of all Members and Employees of the Council.

The big challenge facing the Council is to continue to improve its financial strength and to continue providing services against a challenging economic background. This plan is the framework for making radical and far reaching decisions.

FINANCE

Maintaining a sound financial strategy and budget

The council's financial situation remains challenging, although there was significant improvement in the latter part of 2007-8 with an unqualified audit of the Council's final accounts. Reductions in interest rates have a significant effect on income from investments, while fee income is also declining as, at the same time, costs rise. The medium term financial strategy accompanies this Plan and sets out the financial plans for the period 2009-12. This includes 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 in 2007-8 was to ensure that spending is brought back into line with budget by the end of financial year 2008-09. This was achieved but that the level of reserves has yet to be increased to meet reasonable contingencies.

What we achieved in 2007-09

- Prevented a significant overspend
- Produced a balanced budget
- Revised the MTFs
- Introduced budget monitoring for members
- Lobbied successfully for Government support

Lead Officer: Chief Finance Officer

Member Responsibility: Finance and Administration Committee,

Overview: Performance Select Committee

PARTNERSHIPS

The Council will prioritise partnership working to achieve assistance for those in financial or other hardship caused by the current recession. The Council will use partnership and other working as a primary means of reducing expenditure, maintaining and improving services.

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 new key documents which 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. Both have associated action plans that will need to be built into the council's own plans as appropriate.

Lead Officer: Chief Executive

Member Responsibility: Uttlesford Futures Board, Council

Strategic Partnerships

There is strong evidence both from our own experience and 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 continue to be developed to take this agenda forward in a purposeful way during the course of the plan period. The profile of Uttlesford Futures (the Local Strategic Partnership) will be raised and will inform the Council's decisions.

Outsourcing

The Council successfully outsources many of its services, as well as delivering in partnership, such as some IT, payroll, planning applications and building control activities. Given the seriousness of the financial outlook it is inevitable that the Council will need to thoroughly explore the merits or otherwise of comprehensive outsourcing of direct service provision

Lead Officer: Chief Executive and all Directors

Member Responsibility: Finance and Administration Committee, Committee Chairs, Uttlesford Futures

What we achieved in 2007-09

- Entered into the Local Area Agreement
- Completed the Sustainable Community Strategy
- Drew in funding via the LAA
- Partnered our parking service with Braintree and Colchester Councils
- Partnered our HR with Essex County Council
- Partnered our fight against the expansion of Stansted Airport with Essex, Hertfordshire and East Hertfordshire Councils
- Published our Homelessness Strategy
- Introduced Choice-based letting
- Signed up for free swimming for the over-sixties and under sixteens

PEOPLE

The Council will prioritise its work to achieve assistance for those in financial or other hardship caused by the current recession.

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 continues to be developed which places high value on flexibility, fairness and reward while ensuring effective accountability and high performance. HR is now delivered in partnership with Essex CC. A new performance review scheme has been introduced to replace the old appraisal forms, and our policies and practices are being updated to meet modern best practice requirements and changes in employment law. A comprehensive staff survey was undertaken in 2008 for the first time in 3 years, and is being acted upon. Health and Safety and the development of an equalities and diversity policy will take a greater priority in the evolution of the Council's improvement plans.

Lead Officer: Director of Central Services
Member Responsibility: Finance and Administration Committee
Overview – Performance Select Committee

Customer Care

Quality Services in Uttlesford take a customer focused approach to service delivery from single points of contact. We will actively seek and act upon customer feedback to assist service design and delivery. We will continue to develop and publicise our website. As part of this programme, we expect to move our customer services operation in Great Dunmow to a shared facility with Essex Libraries in 2009, 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 Operations (Corporate Support and Revenue)
Member responsibility: Finance and Administration Committee,
Overview: Performance Select Committee

Equality and Diversity

The Council is committed to full incorporation of the implications of equality and diversity considerations in all its functions, in all its dealings with its customers and in the wider community. The Council has recently achieved level 2 of the Equality Standard and aims to progress to the equivalent of level 3 by the end of 2009. The implications of the Equalities Act will also be taken into account.

Lead Officer: Chief Executive
Member Responsibility – Community and Housing Committee
Overview – Scrutiny Committee

- Set up the Community Area Forums which allow the public and their representatives to engage with the Police, County and Health Services as well as the Council, and for concerns to be passed to the relevant Committees
- Carried out, and reacted to, the first staff survey for 3 years
- Changed the appraisal process to performance review, and introduced individual objectives and corporate values and behaviours
- Reduced staff turnover and sickness absence
- Achieved level 2 of the equalities standard

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. Progress of the LDF has been complicated and delayed by the proposal for an Eco-Town at Elsenham. The current stage of consultation closed in January 2008, with the anticipated date for adoption of the core strategy put back to 2011 rather than 2009 as originally conceived. Further “bridging” consultation will take place in 2009-10. 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
Member Responsibility: Environment Committee

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 Government has granted planning permission to extend use of the existing runway to 35 million passengers a year, and the planning application for the second runway has been called in by the Secretaries of State, with a public inquiry scheduled to begin in April 2009. The Council will vigorously oppose the application with the help of its partner Authorities, Essex, Herts and East Herts Councils.

Addressing climate change remains a key objective of the Council.

Lead Officer: Director of Development
Member Responsibility: Stansted Airport Advisory Panel, Development Control Committee

What we achieved in 2007-09

- Engaged robustly with the Government over its eco-town proposals
- Dealt with the planning application for a second runway at Stansted
- Continued to manage a high level of Building Control and Planning Applications
- Sixth best performance for composting and recycling nationally
- A greener guide to Uttlesford to all households

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. Appropriate structures will be put in place within the organisation to achieve this. Areas of work include:

- An effective performance and action planning approach

Lead Officer: Director of Central Services

Member Responsibility: Performance Select

- Refreshing our Business Continuity Plans
- 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 and actively managed by key managers and members

Lead Officer: Assistant Chief Executive

Member Responsibility: Risk Management Steering Group, Performance Select

What we achieved in 2007-09

- Establishment of corporate and operational risk registers, linked to the corporate and divisional plans, and their regular monitoring and review
- Internal service reviews
- Sophisticated performance monitoring and review, with accountable reporting to Performance Select Committee
- Community Forums
- Relaunch of Uttlesford Life in partnership with Essex CC
- Improvements to the Member's Bulletin
- Comprehensive modernisation of the website
- A new performance management review process for staff
- Expansion of the Standards Committee and introduction of new code of conduct

The Voluntary Improvement Board, the Short Term Recovery and Improvement Plan

The Council sought external assistance from Improvement East towards the end of the financial Year 2007/8 as its financial position became apparent and the consequent impact of redundancies and deletions of posts on the capacity of the organisation to manage its services became measurable.

As a result the Council is receiving support from Improvement East to help deal with some of the shortfall in capacity, which resulted from the severe financial position that the Council has been facing. Amongst other things, the funding provided through Improvement East has enabled the Council to obtain short term interim support in both corporate and financial services. Further support has been obtained.

Improvement East supported the idea of using a Voluntary Improvement Board to oversee the council's progress and to assist the council to improve. This is a concept that has worked successfully with other councils. The Audit Commission's Annual Audit and Inspection letter for 2006/07 also included a recommendation that the council should work through the voluntary improvement board to support the council's recovery.

The Board comprises representatives from GoEast, Improvement East, the IDeA and the Audit Commission. It meets every 6 weeks to monitor performance against a collection of 10 key performance indicators and a short term recovery and improvement plan. The priorities in the recovery and improvement plan are: Internal Communications, Access to services, Corporate Governance arrangements, Procurement, Value for money, setting the Council's Priorities for service delivery, Partnership working and/or shared services. Areas of achievement since the first meeting of the Board in May 2008 are: Internal communications, Performance Management (Performance against Voluntary Improvement Board Indicators will still be reported on a regular basis), Corporate Governance arrangements, Budget monitoring (Regular reports on the Council's financial position will continue to be reported to the Board), Final Accounts 2007- 08, Key appointments

Where they do not already feature they are incorporated into the Corporate Plan. The Improvement and Recovery Plan will continue to be a separate document as it is a further means of directing resources and setting priorities within the confines of the Council's policy planning framework.

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 in or below a decreasing budget so as to improve our score for Use of Resources to “2” by 2011

Continually improving financial management and ensuring the Council remains financially sound

▪ 2008/09 Budget	To avoid an overspend in 2008/09 and achieve an unqualified audit opinion	September 2009	Chief Finance Officer	Finance and Administration, Council
▪ 2009/10 Budget	Produce a balanced budget for 2009/10	February 2009	Chief Finance Officer	Finance and Administration, Council
▪ Medium Term Financial Strategy	Revise and update the Medium Term Financial Strategy	February 2009	Chief Finance Officer	Finance and Administration, Council

Deliver effective and sustainable procurement and asset management

▪ Procurement	Address the recommendations of the procurement diagnostic by seeking further support from Improvement East or through partnership elsewhere. Ensuring that procurement promotes the Council’s equalities and diversity programmes	October 2010	Chief Finance Officer	Finance and Administration, Performance Select
▪ Asset rationalisation	Produce a plan for better utilisation of organisational assets	Process to start during 2009 - 10	Director of Operations (Corporate Support and Revenue)	Finance and Administration, Performance Select

Increasing the emphasis on demonstrable value for money

<ul style="list-style-type: none"> ▪ Value for Money 	Seek out best practice in similar authorities, benchmark against our family group and incorporate approach into service planning	Ongoing	Director of Central Services – but all staff have a responsibility to achieve value for money	Finance and Administration, Performance Select
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Corporate Indicators:

- Amount of spend against budget
- Finance criteria in the UOR Inspection

PARTNERSHIPS - Working to deliver effective and co-ordinated services with partners and others at reduced cost while helping those in hardship

Actively seek opportunities for delivering services in partnership, with or by third parties and/or devolving service provision and developing shared service provision

<ul style="list-style-type: none"> ▪ Shared services 	Continue to 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 and to provide value for money	Ongoing	Chief Executive	Finance and Administration
<ul style="list-style-type: none"> ▪ Outsourcing 	To decide whether to outsource a range of services as an alternative to, or enhancement of, delivering shared services in partnership	By 31 October and if so to implement by 31 March 2010	SMB	Council
<ul style="list-style-type: none"> ▪ Devolution of services 	Transfer responsibility for appropriate services to the relevant community agency or council	Ongoing	Chief Executive	Policy Committees

Actively lead Uttlesford Futures and contribute to the delivery of the local area agreement

▪ Sustainable Community Strategy	Publish revised sustainable community strategy and action plans, with agreed performance indicators and targets	31 October 2009	Chief Executive and Director of Development	Uttlesford Futures Board
▪ Local Area Agreement	Implement the targets for the new local area agreement in partnership with Essex County Council and the wider Essex Partnership (LAA Vision)	From 1 st April 2009	Chief Executive	Uttlesford Futures Board

Work in partnership to improve the safety, health and well-being of our communities particularly to meet the needs of those affected by the current recession

▪ 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 (LAA Priority 7)	From 31 March 2009	Chief Executive	Uttlesford Futures Board
▪ Reducing Crime and disorder in partnership with the police and others	To implement the plans of the Crime and Disorder Reduction Partnership	From 31 st March 2009	Chief Executive/Essex Police	Uttlesford Futures Board

<ul style="list-style-type: none"> ▪ Supported Housing 	<p>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 (LAA Priority 2)</p>	<p>31 January 2009</p>	<p>Director of Operations (Housing Management)</p>	<p>Community</p>
<ul style="list-style-type: none"> ▪ Homeless Accommodation 	<p>Improve provision, range and quality of temporary accommodation for the homeless by materially reducing use of bed and breakfast and developing managed short-term accommodation (LAA 2.2)</p>	<p>31 March 2010</p>	<p>Director of Operations (Housing Management)</p>	<p>Community</p>
<ul style="list-style-type: none"> ▪ Housing Stock 	<p>To take the necessary steps to ensure that the Council's housing stock is managed in such a way that it continues to provide the best quality for our tenants within the government-set funds available (LAA Priority 2)</p>	<p>31 March 2012</p>	<p>Director of Operations</p>	<p>Community</p>

Improve access to affordable sport, leisure and cultural activities

<ul style="list-style-type: none"> ▪ Leisure Connection 	Monitor the PFI with Leisure Connection and develop sports and leisure at Lord Butler, Great Dunmow and Mountfitchet Romeera (LAA Priority 6)	From 31 March 2009	Chief Executive	Community
<ul style="list-style-type: none"> ▪ Sports Outreach 	Support the community sports outreach programme provided for young people in the evenings to improve social interaction and reduce anti-social behaviour (LAA Priority 1, 6)	From 31 March 2009	Chief Executive	Community and Housing
<ul style="list-style-type: none"> ▪ Saffron Walden Museum 	Establish a sustainable business model for the museum (LAA Priority 6)	From 31 March 2009	Director of Central Services	Community and Housing

Corporate Indicators:

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

PEOPLE – Consulting and engaging fairly with staff and customers and helping those in hardship

Encourage community participation through effective consultation and engagement

<ul style="list-style-type: none"> ▪ Consultation 	Embed the consultation framework to better co-ordinate and more effectively engage the community,	From 31 March 2009	Director of Central Services (Partnerships and Performance)	Performance Select
<ul style="list-style-type: none"> ▪ Committee Structure 	Establish a new and more effective committee structure, and continue to develop the Community Area Forums	From 31 March 2009	Chief Executive (Community Engagement)	Constitution Task Group, Council

Develop the customer service centre, improve customer care and improve access to services

<ul style="list-style-type: none"> ▪ Uconnect 	Deliver the milestones for developing the customer service centre	31 March 2010	Director of Operations (Corporate Support and Revenue)	Finance and Administration
<ul style="list-style-type: none"> ▪ Great Dunmow CIC 	To implement the plan for transferring the CIC to the new Great Dunmow library on its completion	1 st May 2009	Director of Operations (Corporate Support and Revenue)	Finance and Administration
<ul style="list-style-type: none"> ▪ To improve customer care in all aspects of the Council's work 	Change the culture of the organization through review of values and behaviours and increased emphasis on equality and diversity	Ongoing and from 31 March 2009	Director of Central Services	Finance and Administration

<ul style="list-style-type: none"> ▪ Electronic Document Management 	Secure a culture of cross service working as a means of enhancing services to the public and service users generally Develop the culture, through a corporate approach for EDRM:	From 1 st April 2009	Director of Central services	Finance and Administration
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Maintain a high level of corporate governance and standards

<ul style="list-style-type: none"> ▪ Performance Management 	Embed the performance management framework to deliver continuous improvement, including further developing and embedding Covalent to co-ordinate corporate planning, budget setting, risk management and performance	Ongoing	Director of Central Services (Performance)	Performance Select
<ul style="list-style-type: none"> ▪ External Inspection and Challenge 	Learn from external inspections and peer challenges, and implement recommendations to continually improve	Ongoing	Director of Central Services (Performance)	Performance Select
<ul style="list-style-type: none"> ▪ Scrutiny 	Further develop the scrutiny function and a framework for responding to the new community call for action and the Government's evolving policy on Scrutiny set out in the White Paper "Communities in Control"	Ongoing completion by 31 March 2009	Director of Central Services	Scrutiny

▪ Complaints management	Develop corporate monitoring of customer comments, compliments and complaints	31 March 2010	Director of Central Services	Performance Select
▪ Sustainable Communities Act	To decide whether signing up to the Act would be of benefit to Uttlesford Residents at this time	By 31 March 2010	Chief Executive	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 2010	Director of Central Services (Corporate Support and Revenue)	Finance and Administration
▪ Human Resources / Workforce Strategy	Develop a strategy for HR provision, diversity and equality, capacity building, succession planning, rewards, health, safety and welfare	31 March 2010	Director of Central Services (Human Resources)	Finance and Administration

Further embedding the principles of equalities and good health and safety throughout the organisation and beyond

<ul style="list-style-type: none"> ▪ Equalities 	Equalities – Moving beyond Level 2 and progressing to equivalent of Level 3 (proposed new ‘emerging’ level)	Level 2 before start of plan period, equivalent of level 3 by December 2009	Assistant Chief Executive	Community and Housing Committee
<ul style="list-style-type: none"> ▪ Health and safety 	To make progress against the objectives of the HSE strategy, ensuring that all staff have available to them all the necessary information relating to their health, safety and welfare in addition to the councils legal duty to communicate effectively on health and safety matters	Ongoing	Directors and Chief Executive	All policy Committees

Corporate Indicators:

- U-connect enquiries dealt with at first point of contact
- Staff satisfaction survey
- Staff that are up-to-date on performance reviews
- Understanding of equalities
- Robust Health and Safety systems in place
- Reduce the number of upheld complaints

ENVIRONMENT - Protecting and enhancing the environment

Opposing further expansion of Stansted Airport

<ul style="list-style-type: none"> ▪ Stansted Airport 	Present the Council's case at the Planning Inquiry on second runway (LAA Priority 10)	From 15 April 2009	Director of Development Services (Planning and Housing Strategy)	Development Control
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Managing development and delivering affordable housing for local people

<ul style="list-style-type: none"> ▪ 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 (LAA 2.2, 5, 10)	From 31 March 2009	Director of Development Services (Planning and Housing Strategy)	Environment
<ul style="list-style-type: none"> ▪ Housing Strategy 	Develop comprehensive housing strategy to identify key issues and develop solutions to meet the housing needs of the district (LAA 2.2)	31 March 2009	Director of Development Services (Planning and Housing Strategy) Director of Operations (Housing Management)	Communities
<ul style="list-style-type: none"> ▪ Strategic Housing Market Assessment 	Undertake strategic assessment of housing market (LAA 2.2)	31 March 2009	Director of Development Services (Planning and Housing Strategy)	Communities

<ul style="list-style-type: none"> ▪ Affordable housing 	<p>Maximise affordable housing gain from new developments, and work with parish councils and other bodies to identify appropriate exception sites for 100% affordable housing. Use Council assets where possible to pump prime affordable housing schemes (LAA Priority 2)</p>	<p>Ongoing</p>	<p>Director of Development Services (Planning Control)</p>	<p>Development Control</p>
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Developing sustainable communities by protecting and encouraging local facilities

<ul style="list-style-type: none"> ▪ Economic Development RH to review 	<p>Support the Economic Development Group on Uttlesford Futures and via the LAA to give encouragement to local business in the Essex-wide context (LAA Priority 8)</p>	<p>ongoing</p>	<p>Director of Development</p>	<p>Environment/Uttlesford Futures</p>
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Developing energy efficiency policies to reduce our carbon footprint and assist with fighting fuel poverty

<ul style="list-style-type: none"> ▪ Home Energy 	<p>Seek to achieve the 2010 Home Energy Conservation Act target, and to help provide a permanent alleviation of fuel poverty, by promoting insulation grants, paying particular attention to listed buildings (LAA Priority 9)</p>	<p>31 March 2010</p>	<p>Director of Development Services (Building Surveying)</p>	<p>Environment</p>
<ul style="list-style-type: none"> ▪ Climate Change Strategy 	<p>Implement actions in the climate change strategy and seek to achieve the Eco-Management and Audit Scheme accreditation (LAA Priority 9)</p>	<p>31 March 2010</p>	<p>Director of Development Services (Building Surveying)</p>	<p>Environment</p>
<ul style="list-style-type: none"> ▪ Environmental Policy 	<p>Establish an Environmental Policy (LAA Priority 9)</p>	<p>31 March 2010</p>	<p>Director of Development Services (Building Surveying)</p>	<p>Environment</p>
<ul style="list-style-type: none"> ▪ Emissions 	<p>Continue to educe direct emissions via an ongoing programme of emissions reduction improvements to buildings and fleet including energy efficiency, renewable and alternative fuels (LAA Priority 9)</p>	<p>31 March 2010</p>	<p>Director of Development Services (Building Surveying)</p>	<p>Environment</p>

Improving environmental management and enforcement against environmental crime

<ul style="list-style-type: none"> ▪ Street Cleaning 	<p>Undertake an incremental review of street cleaning to make best use of available resource. Work with businesses to minimise the impact of their business on the street scene.</p>	<p>31 March 2010</p>	<p>Director of Operations (Street Services)</p>	<p>Environment</p>
<ul style="list-style-type: none"> ▪ Keeping our streets and spaces clean and safe 	<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 (LAA Priority 7)</p>	<p>31 March 2010</p>	<p>Director of Operations (Street Services) and Assistant Chief Executive (Enforcement)</p>	<p>Environment</p>

Minimising Waste

<ul style="list-style-type: none"> ▪ Waste collection 	Trial run of canisters to replace the brown wheeled bins to test their acceptability and efficiency in the district	By September 2009	Director of Operations	Environment
<ul style="list-style-type: none"> ▪ Waste Services 	Continue to explore partnership or outsourcing options with neighbouring councils to provide better value for money services	31 March 2009 and ongoing	Director of Operations (Street Services)	Environment

Corporate Indicators:

- Percentage change of CO₂ equivalent
- 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	Strategic Management Board	Six monthly
	Service Indicators	Strategic Management Board Performance Select	Quarterly
Performance Reviews	Individual Performance Review Actions	Heads of Division	At least every six months