



# **Corporate Plan**

## **Uttlesford District Council 2010-15**

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# Foreword by the Leader and the Chief Executive

Welcome to Uttlesford District Council's Corporate Plan 2010-15. This plan sets out the actions we will take over the next 5 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.

Since the severity of the Council's financial position in 2006/7 became clear the Council's over-riding priority has been to restore its financial credibility after the uncertainties of the recent past. While there is still a journey ahead the Council has improved its Use of Resources assessment by the Audit Commission from a "1" (poor) to a "2" (adequate). This is a significant achievement by the Council and its staff, and has been achieved two years ahead of schedule. Council Tax Payers may be assured that our finances are sound and that we are on the right track to improve still further.

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. The future for the Council continues to be challenging, with greater demands on our services and fewer resources to deliver them. 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. As a result of its emphasis on the creation of partnerships the Council will, to a marked extent, change how it delivers its services. **The only differences our customers should notice, however, are an improvement in service, and a reduction in the rate of Council Tax increases.** The Council itself will move towards being a facilitator, rather than a provider, of services. It will however retain its "sovereignty" as a democratically elected, policy-forming and decision-making community leader. The Council will prefer partnerships with other public services but where it is in the interest of the community the Council will link with other service providers.

Looking outwardly the Council will give top priority to meeting the needs of those residents and businesses that are badly affected by the current financial climate. This plan is being drawn up in the approach to a general election in 2010 and must be read in the context of considerable uncertainty about the future funding of local government. In the medium term, based on the best evidence available at this stage, the Council needs to reduce expenditure or increase income by some £1.4m annually, and has braced itself to take some radical and tough decisions. This plan sets out the framework by which it will continue to make those tough decisions.

One of the big changes that took place in 2009 was the introduction of Comprehensive Area Assessments (recently rebranded as "Oneplace") by the Audit Commission, and actions identified from this the Essex Assessment have been

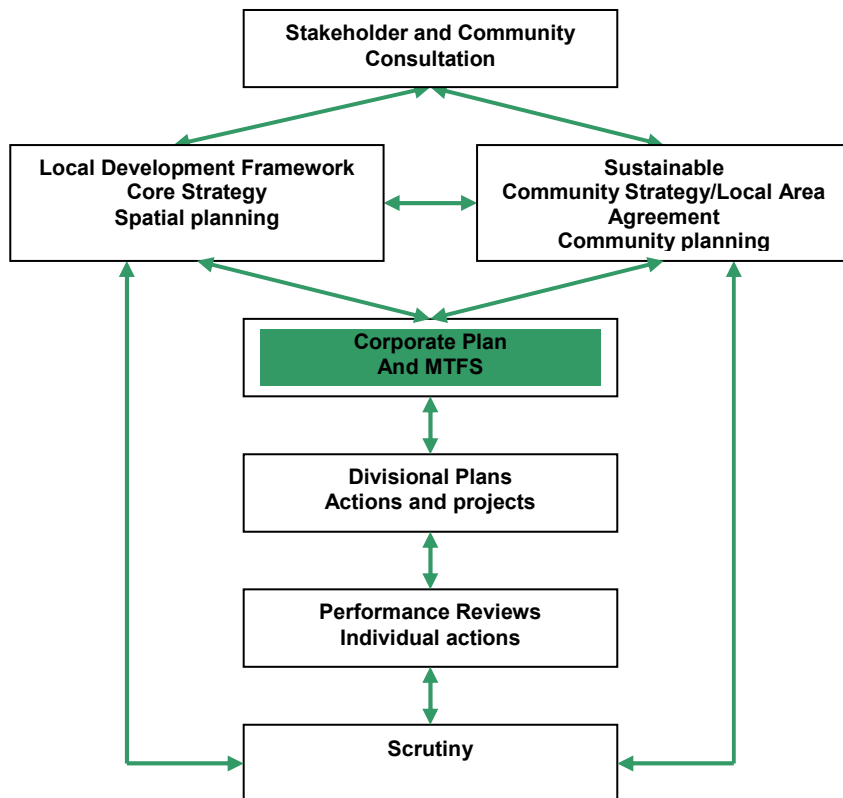
incorporated into this plan. In particular the Council will contribute what it can towards helping with the red flag for safeguarding local children.

Uttlesford residents have one of the highest rates of satisfaction with their local area in the Country. It is a place where people feel they can influence decisions, and where people of all backgrounds get along well. It is our purpose to keep it that way.

<b>Councillor Ketteridge</b>	<b>John Mitchell</b>
<b>Leader of the Council</b>	<b>Chief Executive</b>

# 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 further continue to strengthen links with local, regional and national partners to maintain and enhance this vision. The Council will prioritise helping those in hardship caused by the current recession. To do this we need to maintain our sound finances. The overarching strategy for the medium term is to reduce our cost base by £1.4M, 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 four priorities from 2009-12 have evolved in the light of prevailing circumstances and consultation responses but remain under the broad headings of Finance, Partnerships, People and Environment. They are supported by a number of key objectives:

<p><b>FINANCE</b> Effectively managing our finances in economically challenging times and to achieve an Organisational Assessment score of "3" by 2012</p>	<ul style="list-style-type: none"> <li>▪ Continually improving financial management and ensuring the Council remains financially sound</li> <li>▪ Delivering effective and sustainable procurement and asset management</li> <li>▪ Increasing the emphasis on demonstrable value for money</li> </ul>
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<p><b>PARTNERSHIPS</b></p> <p>Working to deliver effective and co-ordinated services with partners and others, at reduced cost while helping those in hardship</p>	<ul style="list-style-type: none"> <li>▪ Implementing the partnerships and service devolutions set up and identified in 2009-10. Continuing to seek further opportunities for delivering services in partnership, with or by third parties and /or devolving service provision and developing shared service provision</li> <li>▪ Actively leading Uttlesford Futures, our local strategic partnership and contributing to the delivery of the local area agreement</li> <li>▪ 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</li> <li>▪ Improving access to affordable sport, leisure and cultural activities</li> <li>▪ Encouraging business opportunities through the work of Uttlesford Futures</li> </ul>
<p><b>PEOPLE</b></p> <p>Supporting our communities, consulting and engaging fairly with staff and customers, and helping those in hardship</p>	<ul style="list-style-type: none"> <li>▪ Encouraging community participation through effective consultation and engagement</li> <li>▪ Improving access to services</li> <li>▪ Maintaining a high level of corporate governance and standards</li> <li>▪ Developing and maintaining a motivated and high performing workforce</li> <li>▪ Further embedding the principles of equalities throughout the work of the Council</li> <li>▪ Active engagement in good health and safety practice at work and with the community</li> <li>▪ Supporting every child matters through the work of Uttlesford Futures</li> <li>▪ Improving the health of our communities through the work of Uttlesford Futures</li> </ul>
<p><b>ENVIRONMENT</b></p> <p>Protecting and enhancing the environment and keeping communities together</p>	<ul style="list-style-type: none"> <li>▪ Continuing to oppose further expansion of Stansted Airport while noting its role in to the regional local economy</li> <li>▪ Managing development and delivering affordable housing for local people</li> <li>▪ Developing sustainable communities by protecting and encouraging local facilities</li> <li>▪ Delivering on our energy efficiency policies to reduce our carbon footprint and assist with fighting fuel poverty, and widening their scope to include our use of natural resources overall.</li> <li>▪ Improving environmental management and enforcement against environmental crime</li> <li>▪ Minimising waste by promoting re-use and maximising recycling</li> <li>▪ Protecting the environment through the work of Uttlesford Futures</li> </ul>

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"> <li>▪ <b>Local Development Framework Core Strategy</b></li> </ul>	<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"> <li>▪ <b>Sustainable Community Strategy</b></li> </ul>	<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 produced a strategy for 2009 that focuses on the following themes:</p> <ul style="list-style-type: none"> <li>▪ Children and young people matter</li> <li>▪ Staying healthy</li> <li>▪ Where we live</li> <li>▪ Developing business and bringing prosperity</li> <li>▪ Getting around</li> <li>▪ Learning and skills for life</li> <li>▪ Getting on well together</li> <li>▪ Feeling safe</li> </ul> <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. It is being updated to meet the challenges of the next 10 years</p>
<ul style="list-style-type: none"> <li>▪ <b>Medium Term Financial Strategy</b></li> </ul>	<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"> <li>▪ <b>Local Area Agreement</b></li> </ul>	<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"> <li>▪ Our people</li> <li>▪ Our communities</li> <li>▪ Our economy</li> <li>▪ Our world</li> </ul> <p>The Essex LAA aims to bring higher quality and better value for money from the billions of public funding that Essex receives.</p>
<ul style="list-style-type: none"> <li>▪ <b>Inspections and Assessments</b></li> </ul>	<p>There were no inspections in 2009/10. The new Comprehensive Area Assessment Page 7 at the provision of most public services in</p>

	<p>Essex including the District and County Councils, identified that safeguarding local children was a major shortcoming in the Essex administrative area. While the primary responsibility for this lies with the County and NHS West Essex, the District Council has a role and will contribute positively. There are issues arising from the Council's part of CAA, our Organisational Assessment, and these too are incorporated in the plan</p>
<ul style="list-style-type: none"> <li>▪ <b>The Council's Equality and Diversity policy</b></li> </ul>	<p>A new policy was adopted in 2009 and may be read on the Council's website. Adherence to the policy will enable the Council to demonstrate its commitment to the Equality Framework</p>



# Consultation

We asked our residents, businesses and Parish Councils what they thought the Council should concentrate on from 2010-13. 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. Over 1,000 responses were received.

As well as asking for general views we asked contributors to mark their top 3 priorities from the following list. Some of the questions are derived from the last Corporate Plan and others as a result of the Place Survey where the Council did less well:

- A. Continuing with sound financial management, including devolving services to our communities where possible
- B. Sharing services with other local authorities to keep council tax as low as possible
- C. Addressing health inequalities
- D. Improving customer service
- E. Continuing to oppose further expansion at Stansted Airport
- F. Managing development and providing affordable housing
- G. Working with the police to reduce crime and disorder
- H. Keeping streets and open spaces clean and safe
- I. Helping the homeless and those affected by the recession
- J. promoting and subsidising cultural activity, such as Saffron Walden museum
- K. Providing information about public transport
- L. Providing information about what to do in a major emergency

The top 3 priorities chosen by our community are:

- Addressing Health Inequalities
- Sharing services with other local authorities to keep council tax as low as possible
- Working with the police to reduce crime and disorder

The remainder, in order, are:

- Improving customer service
- Keeping streets and open spaces clean and safe
- Continuing with sound financial management, including devolving services to our communities where possible
- Continuing to oppose further expansion at Stansted Airport
- Managing development and providing affordable housing
- Providing information about what to do in a major emergency
- Helping the homeless and those affected by the recession
- Providing information about public transport
- promoting and subsidising cultural activity, such as Saffron Walden museum

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 stopping providing facilities for dog owners and concentrating wholly on customer contact.

#### “Oneplace”

Oneplace is a new initiative by the Audit Commission that brings assessment and inspection of public service providers in an area under one regime. Locally, it includes a painstaking examination of the performance of each Council within the Essex area, as well as the Fire, Police and NHS, known as Organisational Assessment. As well as by inspection it is underpinned by a residents’ survey known as the “Place Survey”

Oneplace shows that partnership working in Essex is performing well for dealing with the recession and poorly for children’s services. Essex County Council and Uttlesford District Council both score 2 for Organisational Assessment and are performing adequately.

# 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.

In common with all other local authorities the continuing significant 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, although challenging, is now stable. This is a significant achievement and one that gives the Council confidence that its future planning has a sound financial underpinning. Low interest rates continue to have a significant effect on income from investments, while fee income is still declining as costs rise. The medium term financial strategy accompanies this Plan and sets out the financial plans for the period 2010-15. 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. Part of this process will be to improve our performance on asset management, procurement and risk.

### What we achieved in 2009-10

- a replenishment of reserves
- Produced a balanced budget
- Revised the MTFs
- Introduced improved budget monitoring for members
- Lobbied successfully for Government support
- Improved our Use of Resources Score from 1 to 2, two years ahead of schedule

Lead Officer: Chief Finance Officer

Member Responsibility: Finance and Administration Committee,

Overview: Performance Select Committee

## PARTNERSHIPS

The Council will continue to 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 ways of delivering services as a primary means of reducing expenditure, maintaining and improving performance.

## 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 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 have been 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.

## Total Place

"Total Place" is a new initiative from Government that is being piloted in 13 Councils around the Country. It looks at all public money being spent in an area – for example Police, Health, Fire, Local and Regional Government – with a view to more efficient and effective use of public money to improve the experience of local residents. It is likely to be rolled out in Essex during the corporate plan period, and this Council will participate actively in the process. This will be a key role for Uttlesford Futures.

## Outsourcing

The Council successfully outsources many of its services, as well as delivering in partnership, such as some ICT, payroll, planning applications, housing provision 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. Although the Council resolved in 2009 not to pursue an option to outsource some services this does not mean that opportunities will not be seized where they are right for us.

Lead Officer: Chief Executive and all Directors

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

## What we achieved in 2009-10

- Implemented the Local Area Agreement
- Completed the Sustainable Community Strategy and incorporated it into other strategies

- Drew in funding via the LAA
- Partnered our parking service with Braintree and Colchester Councils
- Developed our HR partnership with Essex County Council
- Continued to partner our fight against the expansion of Stansted Airport with Essex, Hertfordshire and East Hertfordshire Councils
- Began to implement our Homelessness Strategy
- Further developed Choice-based letting
- Delivered free swimming for the over-sixties and under sixteens
- Continued to provide free bus travel for the over-sixties
- Shared our reception desks with Job Centre Plus
- Opened a customer centre in the new Great Dunmow Library
- Devolved the management of amenities to Town and Parish Councils
- Tackling under age drinking through operation Moonscape in conjunction with Uttlesford Futures
- Started joint LSP working with Epping Forest and Harlow Councils

## 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 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 a workplace strategy is being developed 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. A further survey was carried out in 2009. Health and Safety and the development of an equalities and diversity policy will continue to underpin 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 wherever possible. We will actively seek and act upon customer feedback to assist service design and delivery. We will continue to develop and publicise our website. We are in the process of completely renewing our customer care charter and feedback systems. As part of this programme, we moved 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 Page 13

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 achieved level 2 of the old Equality Standard and aims to progress to be an achieving Council under the new standard during 2010. 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

## What we achieved in 2009-10

- Continued with the multi-agency 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
- Brought Job Centre Plus to operate from the Saffron Walden and Thaxted offices
- Continued to carry out staff surveys
- Changed the appraisal process to performance review, and introduced individual objectives and corporate values and behaviours, and achieved 100% take-up
- Reduced staff turnover and sickness absence
- Achieved level 2 of the old equalities standard
- Introduced a new Equalities Policy

# 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 initially scheduled to begin in April 2009. No inquiry has taken place however because the Secretaries of State have postponed it pending the outcome of an appeal by BAA against the Competition Commission's ruling that it must sell two of its three London Airports. Although economic circumstances are very different now to what they were when the White Paper was issued in 2003 and when the application was submitted in 2007 the application remains valid and the Inquiry could be reconvened. The Council will remain alert and ready to vigorously fight the appeal with the help of its partner Authorities, Essex, Herts and East Herts Councils.

Addressing climate change remains a key objective of the Council and one on which it will continue to set a high example.

Lead Officer: Director of Development

Member Responsibility: Stansted Airport Advisory Panel, Development Control Committee

#### What we achieved in 2009-10

- Engaged robustly with the Government over its eco-town proposals and saw the proposed eco-town at Elsenham given secondary status
- Assumed a state of readiness to participate aggressively in the Stansted Airport Planning Inquiry for a second runway
- Despite the recession that has seen a marked decline in construction work elsewhere we continued to manage a high level of Building Control and Planning Applications
- Were the sixth best performing Council for composting and recycling nationally
- Improved residents' satisfaction with waste collection and recycling
- Issued a greener guide to Uttlesford to all households
- Reduced our carbon footprint by xx%
- Promoted energy efficiency by leading a successful funding bid on behalf of 15 local authorities for £6.63m for home energy efficiency measures. Further funding has recently been announced.

# 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
- A robust risk management strategy that is fully understood and actively managed by key managers and members

Lead Officer: Director of Central Services

Member Responsibility: Performance Select

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

Lead Officer: Chief Executive, Director of Central Services

Member Responsibility: Committee and LSP Chairs

- Refreshing our Business Continuity Plans

Lead Officer: Assistant Chief Executive

Member Responsibility: Performance Select

- Modernising the Council's decision making processes

Lead Officer: Chief Executive

Member Responsibility: Leader of the Council

## What we achieved in 2009-10

- Improved our overall performance, independently recognised by the Audit Commission
- Refreshed our approach to corporate Health and Safety
- Carried out and implemented a root and branch review of our approach to risk management
- Internal service reviews including areas of underperformance
- Sophisticated performance monitoring and review, with accountable reporting to Performance Select Committee
- Consolidated the Community Forums to inform the Council's decision making process
- Relaunch of Uttlesford Life in partnership with Essex CC
- Improvements to the Members' Bulletin
- Comprehensive modernisation of the website and the intranet
- A new performance management review process for staff
- Expansion of the Standards Committee and introduction of new code of conduct
- Revised our Business Continuity Plans



# 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 has been meeting every 6 weeks to monitor performance against a collection of 10 key performance indicators and, in the early stages, a short term recovery and improvement plan. The Board has been a success, and in acknowledgement of the Council's progress the chairmanship of the Board has passed from the Audit Commission to the Council and meetings are held less frequently.

External Agencies have approached the Council with a view to making us a case study in improvement

## Risk

A Corporate Risk Register accompanies this plan. It will be monitored quarterly by the Performance Select Committee

## 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 in economically challenging times and to improve our score for Use of Resources to “3” by 2012

Continually improving financial management and ensuring the Council remains financially sound

▪ <b>2009-10 Budget</b>	To achieve an unqualified audit opinion	September 2010	Chief Finance Officer	Finance and Administration, Council
▪ <b>2010-11 Budget</b>	Produce a balanced budget for 2010-11	February 2010	Chief Finance Officer	Finance and Administration, Council
▪ <b>Medium Term Financial Strategy</b>	Revise and update the Medium Term Financial Strategy in line with this corporate plan	February 2010	Chief Finance Officer	Finance and Administration, Council

Deliver effective and sustainable procurement and asset management

▪ <b>Procurement</b>	Introduce new procurement strategy, ensuring that procurement promotes the Council's equalities and diversity programmes and its approach to Health and Safety	February 2010	Chief Finance Officer	Finance and Administration, Performance Select
▪ <b>Asset management</b>	Produce a plan for better utilisation of organisational assets	– March 2011	Chief Finance Officer (and Revenue)	Finance and Administration, Performance Select

Increasing the emphasis on demonstrable value for money

<ul style="list-style-type: none"> <li>▪ <b>Value for Money</b></li> </ul>	<p>Testing our costs of service provision against the performance of those services in the context of achieving value for money in comparison with other local authorities. Seek out best practice in similar authorities, benchmark against our family group and incorporate approach into service planning</p>	<p>Ongoing</p>	<p>Director of Central Services – but all staff have a responsibility to achieve value for money</p>	<p>Finance and Administration, Performance Select</p>
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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

Implementing the partnerships and service devolutions set up and identified in 2009-10. 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"> <li>▪ <b>Shared services</b></li> </ul>	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"> <li>▪ <b>Shared Services</b></li> </ul>	Develop a Revenues and Benefits Partnership to build on top quartile performance and improve accuracy	by March 2011	SMB	Council
<ul style="list-style-type: none"> <li>▪ <b>Shared Services</b></li> </ul>	Progress joint working with Braintree DC in the area of street service functions and grounds maintenance	Initial agreement by June 2010	SMB	Council
<ul style="list-style-type: none"> <li>▪ <b>Outsourcing</b></li> </ul>	To decide whether to outsource a range of services as an alternative to, or enhancement of, delivering shared services in partnership	Ongoing	SMB	Council
<ul style="list-style-type: none"> <li>▪ <b>Devolution of services</b></li> </ul>	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

<ul style="list-style-type: none"> <li>▪ <b>Local Area Agreement</b></li> </ul>	Implement the targets for the new local area agreement in partnership with Essex County Council and the wider Essex Partnership (LAA Vision)	From 1 <sup>st</sup> April 2010	Chief Executive	Uttlesford Futures Board
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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

<ul style="list-style-type: none"> <li>▪ <b>Strategic Assessment and Anti-Social Behaviour Strategy</b></li> </ul>	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),	Ongoing	Chief Executive	Uttlesford Futures Board
<ul style="list-style-type: none"> <li>▪ <b>Reducing Crime and disorder in partnership with the police and others</b></li> </ul>	To implement the plans of the Crime and Disorder Reduction Partnership	Ongoing	Chief Executive/Essex Police	Uttlesford Futures Board

<ul style="list-style-type: none"> <li>▪ <b>Working through Uttlesford Futures to help reduce health inequalities in the District</b></li> </ul>	Facilitating where possible the implementation of the proposals of the Healthier Communities and Older People working group of Uttlesford Futures	From 1 <sup>st</sup> April 2010	Chief Executive	All Policy Committees
<ul style="list-style-type: none"> <li>▪ <b>Supported Housing</b></li> </ul>	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)	Ongoing	Director of Operations	Community
<ul style="list-style-type: none"> <li>▪ <b>Homeless Accommodation</b></li> </ul>	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)	31 March 2011	Director of Operations	Community
<ul style="list-style-type: none"> <li>▪ <b>Housing Stock</b></li> </ul>	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)	31 March 2012	Director of Operations	Community

## Improve access to affordable sport, leisure and cultural activities

<ul style="list-style-type: none"> <li>▪ <b>Leisure Connection</b></li> </ul>	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 2010	Chief Executive	Community and Housing
<ul style="list-style-type: none"> <li>▪ <b>Sports Outreach</b></li> </ul>	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 2010	Chief Executive	Community and Housing
<ul style="list-style-type: none"> <li>▪ <b>Saffron Walden Museum</b></li> </ul>	Establish a sustainable business model for the museum and reduce the Council's contribution to its day to day running costs (LAA Priority 6)	From 31 March 2010	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

▪ <b>Consultation</b>	Embed the consultation framework to better co-ordinate and more effectively engage the community,	From 31 March 2010	Director of Central Services	Performance Select
▪ <b>Committee Structure</b>	To develop the Community Area Forums in conjunction with Uttlesford Futures	Ongoing	Chief Executive	Constitution Task Group, Council
▪ <b>Constitution</b>	To enable the introduction of a cabinet system of government after the 2011 local elections	December 2010	Chief Executive and Assistant Chief Executive	CTG and Council

## Improve customer care and improve access to services

▪ <b>To improve customer care in all aspects of the Council's work</b>	Change the culture of the organization through continued review of values and behaviours and continuing emphasis on customer care and equality and diversity. Introduce a new customer charter and feedback system	Ongoing and from 31 March 2010	Director of Central Services & Chief Executive	Finance and Administration
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<ul style="list-style-type: none"> <li>▪ <b>Electronic Document Management</b></li> </ul>	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 31 <sup>st</sup> March 2010	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"> <li>▪ <b>Performance Management</b></li> </ul>	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 Select
<ul style="list-style-type: none"> <li>▪ <b>Council management</b></li> </ul>	To introduce a streamlined management structure	From 31 <sup>st</sup> March 2010	Chief Executive	
<ul style="list-style-type: none"> <li>▪ <b>External Inspection and Challenge</b></li> </ul>	Learn from external inspections and peer challenges, and implement recommendations to continually improve	Ongoing	Director of Central Services	Performance Select
<ul style="list-style-type: none"> <li>▪ <b>Scrutiny</b></li> </ul>	Further develop the scrutiny function within the limits of available resources while the current committee structure remains.	Ongoing	Director of Central Services	Scrutiny

▪ <b>Customer feedback management</b>	Develop corporate monitoring of customer comments, compliments and complaints	31 March 2010	Director of Central Services	Performance Select
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Develop and maintain a motivated and high performing workforce

▪ <b>Mobile and Homeworking</b>	Implement the strategy for mobile and homeworking and encourage staff participation	31 January 2011	Director of Central Services	Finance and Administration
▪ <b>Human Resources / Workforce Strategy</b>	Develop a strategy for workforce development, diversity and equality, capacity building, succession planning, rewards, health, safety and welfare	31 March 2011	Director of Central Services	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"> <li>▪ <b>Equalities</b></li> </ul>	Equalities – Moving beyond former Level 2 and progressing to equivalent of Level 3 ( new ‘achieving’ level)	31 <sup>st</sup> March 2011	Assistant Chief Executive	Community and Housing Committee
<ul style="list-style-type: none"> <li>▪ <b>Health and safety</b></li> </ul>	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 Committees
<ul style="list-style-type: none"> <li>▪ <b>Supporting Essex Safeguarding Children’s Board through the work of Uttlesford Futures</b></li> </ul>	To contribute where possible to the initiatives set by the Board	Ongoing	Uttlesford Futures	Uttlesford Futures Board

Corporate Indicators:

- 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"> <li>▪ <b>Stansted Airport</b></li> </ul>	Readiness to present the Council's case at the Planning Inquiry on second runway in the event that it is reconvened (LAA Priority 10)	Ongoing	Director of Development	Development Control
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## Managing development and delivering affordable housing for local people

<ul style="list-style-type: none"> <li>▪ <b>Local Development Framework</b></li> </ul>	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 2010	Director of Development	Environment
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<ul style="list-style-type: none"> <li>▪ <b>Affordable housing</b></li> </ul>	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 appropriate, and not to the detriment of the HRA, to pump prime affordable housing schemes (LAA Priority 2)	Ongoing	Director of Development	Development Control
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<ul style="list-style-type: none"> <li>▪ <b>Empty homes</b></li> </ul>	Bring homes in private ownership that have been empty for a long time back into use	Ongoing	Director of Development	Environment
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Developing sustainable communities by protecting and encouraging local facilities

<ul style="list-style-type: none"> <li>▪ <b>Economic Development</b></li> </ul>	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)	ongoing	Director of Development	Environment/Uttlesford Futures
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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"> <li>▪ <b>Home Energy</b></li> </ul>	<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>	31 March 2011	Director of Development	Environment
<ul style="list-style-type: none"> <li>▪ <b>Climate Change Strategy</b></li> </ul>	<p>Implement actions in the climate change strategy and seek to achieve the Eco-Management and Audit Scheme accreditation (LAA Priority 9)</p>	31 March 2011	Director of Development	Environment
<ul style="list-style-type: none"> <li>▪ <b>Environmental Policy</b></li> </ul>	<p>Establish an Environmental Policy (LAA Priority 9)</p>	31 March 2011	Director of Development	Environment
<ul style="list-style-type: none"> <li>▪ <b>Emissions</b></li> </ul>	<p>Continue to reduce direct emissions via an ongoing programme of emissions reduction improvements to buildings and fleet including energy efficiency, renewable and efficient alternative fuels (LAA Priority 9)</p>	ongoing	Director of Development	Environment

## Improving environmental management and enforcement against environmental crime

<ul style="list-style-type: none"> <li>▪ <b>Keeping our streets and spaces clean</b></li> </ul>	<p>Implement the incremental review of street cleaning carried out in 2009-10 so as 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 2011</p>	<p>Director of Operations</p>	<p>Environment</p>
<ul style="list-style-type: none"> <li>▪ <b>Keeping our streets and spaces safe</b></li> </ul>	<p>Raise awareness of environmental crime and, in partnership with town and parish councils, enforce the Clean Neighbourhoods and Environment Act including issuing fixed penalty notices for littering fly-tipping, fly-posting, graffiti and abandoned vehicles (LAA Priority 7)</p>	<p>ongoing</p>	<p>Assistant Chief Executive</p>	<p>Environment</p>

Minimising Waste by promoting re-use and maximising recycling

<ul style="list-style-type: none"> <li>▪ <b>Continuing with NVQ learning for relevant staff</b></li> </ul>	Continuing to increase efficiencies and effectiveness of the services by relevant targeted training	Ongoing	Director of Operations	Environment
<ul style="list-style-type: none"> <li>▪ <b>Supporting the work of the Environment Group of Uttlesford Futures, and the reasonable implementation of its policies</b></li> </ul>	Providing supporting staff resource to assist with implementing the objectives of the Group around addressing climate change, promoting sustainability, supporting biodiversity and minimising waste	Ongoing	Director of Operations	Environment

Protecting the Environment through the work of Uttlesford Futures

<ul style="list-style-type: none"> <li>▪ <b>Supporting the work of the Environment Group of Uttlesford Futures, and the reasonable implementation of its policies</b></li> </ul>	Providing supporting staff resource to assist with implementing the objectives of the Group around addressing climate change, promoting sustainability, supporting biodiversity and minimising waste	Ongoing	Directors of development and Operations	Environment
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### Corporate Indicators:

- Percentage change of CO<sub>2</sub> 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:

<b>Sustainable Community Strategy / Local Area Agreement</b>	SCS Actions SCS / LAA Indicators	Uttlesford Futures Board	Quarterly
<b>Corporate Plan</b>	Corporate Plan Actions	Strategic Management Board Performance Select	Six monthly
	Corporate Indicators	Strategic Management Board Performance Select	Monthly Quarterly
<b>Divisional Plans</b>	Divisional Plan Actions	Strategic Management Board	Bi monthly
	Service Indicators	Strategic Management Board Performance Select	Quarterly
<b>Performance Reviews</b>	Individual Performance Review Actions	Heads of Division	At least every six months