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Corporate Plan

Uttlesford District Council 2011-16

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Foreword by the Leader and the Chief Executive

Welcome to Uttlesford District Council's Corporate Plan 2011-16. 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.

As soon as the severity of the Council's financial position in 2006/7 became clear the Council's over-riding priority was to restore its financial credibility after the uncertainties of the recent past. This was achieved two years ahead of schedule. Council Tax and Business Rate Payers may be assured that our finances are sound and that any challenges we now face are shared by all other Councils.

During 2010 we were able to stand down the voluntary improvement board because of the progress the Council had made in improvement since 2006/7. This progress was acknowledged in a case study by the Local Government Improvement and Development Group.

Since the election of the Coalition Government in May 2010 the focus has been on reducing the deficit. So far as local government is concerned the emphasis has been on localism, devolving power wherever possible to local Council, community and neighbourhood level. There have been a raft of changes that affect the Council. First among these is the spending review, which has required a reduction in government grant by 28% over 4 years. In Uttlesford's case this is front-loaded to 17% in 2011-12 and 13% in 2012-13. This is within the margins of the Council's Medium Term Financial Strategy's Strategic Solutions+ plan, and thanks to judicious development of a budget equalisation reserve we will be able to make measured adjustments to our finances.

The Government's commitment to localism has resulted in the abolition of the Primary Care Trusts, the Regional tier of local government, the regional development agencies and their associated policy documents such as the East of England Plan. In other respects there have been wholesale changes to the performance and inspection regimes to which Councils have had to respond for many years: this includes the abandonment of 'Oneplace' and the abolition of the Audit Commission, and the relaxation of national LAA targets.

In their place has been the creation, at the more local County level, of Local Enterprise Partnerships (to replace the RDAs) and Public Health Boards to take on the public health functions of the PCTs. Uttlesford has a place in both the Kent/Essex/East Sussex LEP and the Cambridgeshire/Peterborough LEP. The Public Health Board is in the process of being established.

The Provisions of the Localism Bill will also need to be accommodated as they become law, and the Council will, over the coming year, need to prepare itself for some radical changes, especially in the planning field.

This Government's commitment to localism and the Big Society does not mean that decisions are necessarily delegated to local councils: rather the focus is on neighbourhoods and communities, and it is the job of Councils to make sure that decisions are taken at the appropriate local level. Adapting to these, and other, unforeseen changes have meant that some milestone dates from the last Corporate Plan have slipped, and, equally, some measures of success that related to previous Government targets have had to be revised.

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, a major change from May 2011 onwards will be the adoption of a cabinet style of government, which will speed decision-making and increase accountability. 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 continue to 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.

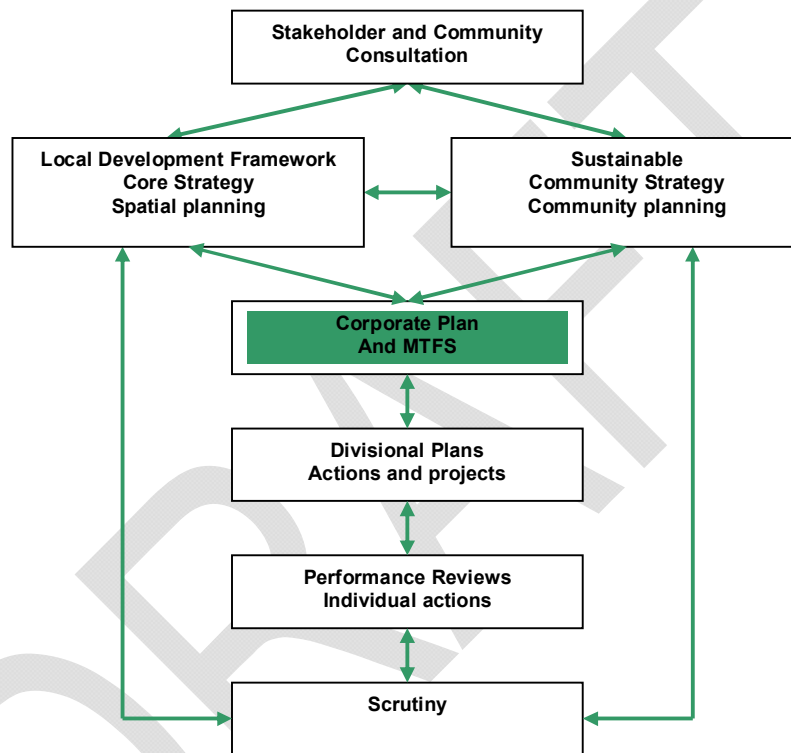
Looking outwardly the Council will continue to meet the needs of residents and businesses against a background of diminishing resources. Although our focus must be on saving money we will not forget that, in doing so, we exist to serve and lead our community. A recent survey showed that Uttlesford is one of the most resilient areas for business in the whole country. The Council's plan for making the necessary savings is set out in the Medium Term Financial Strategy which accompanies this Plan. In some areas the Council will need to stop providing services altogether. This plan sets out the framework by which it will continue to make those tough decisions.

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. The Council wants 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 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. To do this we need to maintain our sound finances. The overarching strategy for the medium term is to reduce our cost base by £2.1M, 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 set four priorities in 2007. They 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:

FINANCE Effectively managing our finances in economically challenging times	<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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<p>PARTNERSHIPS Working to deliver effective and co-ordinated services with partners and others at reduced cost</p>	<ul style="list-style-type: none"> ▪ Implementing the partnerships and service devolutions set up and identified in the MTFS. 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 ▪ Actively leading Uttlesford Futures, our local strategic partnership and ▪ Working in partnership to improve the prosperity, safety, health and well-being of our communities ▪ Maintaining access to affordable sport, leisure and cultural activities ▪ Encouraging business opportunities through the work of Uttlesford Futures
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<p>PEOPLE Supporting our communities, consulting and engaging fairly with staff and customers</p>	<ul style="list-style-type: none"> ▪ Encouraging citizenship to develop further the Big Society in Uttlesford ▪ Encouraging community participation through effective consultation and engagement ▪ 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 and our community ▪ Active engagement in good health and safety practice at work and with the community ▪ Supporting every child matters through the work of Uttlesford Futures ▪ Improving the health of our communities through the work of Uttlesford Futures
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<p>ENVIRONMENT Protecting and enhancing the environment and keeping communities together</p>	<ul style="list-style-type: none"> ▪ Working with the owners of Stansted Airport so as to ensure the greatest economic and social benefits commensurate with securing an overall environmental improvement ▪ Managing development and delivering affordable housing for local people ▪ Developing sustainable communities by protecting and encouraging local facilities ▪ Preparing for enactment of the Localism Bill ▪ 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. ▪ Improving environmental management and enforcement against environmental crime ▪ Minimising waste by promoting re-use and maximising recycling ▪ Protecting the environment through the work of Uttlesford Futures
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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>
<ul style="list-style-type: none"> ▪ Sustainable Community Strategy 	<p>The sustainable community strategy is put together by Uttlesford Futures, a partnership of public, private and voluntary sector organisations. The first community strategy <i>Shaping the Future of Uttlesford</i> was published in 2003. Uttlesford Futures produced a 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. The strategy was closely related to the County-wide Local Area Agreement, but this and the related reporting mechanisms have been abolished,</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"> ▪ Inspections and Assessments 	<p>The re-inspection of Strategic Housing showed that the Council now has 'promising prospects for improvement' following the assessment in 2008 that it had 'poor prospects'. Significantly, the Government has announced the abolition of the Audit Commission, and the new Comprehensive Area Assessment, to which this plan made reference last year, has also been abolished.</p>
<ul style="list-style-type: none"> ▪ The Council's Equality and Diversity policy 	<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. A single Equalities framework is under preparation.</p>

Consultation

We asked our residents, businesses and Parish Councils what they thought the Council should concentrate on from 2011. We did this via a questionnaire to every household in the District which could also be completed on our website. We also set up a Citizens Panel, who were also asked their views, once in summer with a follow-up survey in winter 2010. We also held 2 Community Area Forums to discuss our priorities.

The priorities were, in descending order of preference:

1. continually improving financial management and ensuring the council remains financially sound
2. increasing the emphasis on value for money
3. supplies and services purchasing and management of the council's assets to be effective and efficient
4. stepping up enforcement against environmental crime such as fly tipping, littering and abandoned cars
5. helping communities by protecting and encouraging local facilities
6. minimising waste by promoting re-use and maximising recycling
7. working with other organisations on joint projects to improve the health and safety of people in the district including those affected by the recession
8. managing development and delivering affordable housing for local people
9. improving access to sport and leisure including the museum
10. encouraging business
11. encouraging the community to get involved through consultation and engagement events
12. developing partnerships with other organisations
13. reducing our carbon footprint
14. improving access to services for all sections of the community

The financial health of the Council and the District continue to feature highly, as does protection of our environment though improving its appearance and promoting recycling. The results of this consultation, combined with the changes in Government legislation, are reflected in the contents of this plan.

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 and a radical shift in government policies. This plan is the framework for making radical and far reaching decisions.

FINANCE

Maintaining a sound financial strategy and budget

This will be the Council's over-riding priority for the foreseeable future. The council's financial situation, although challenging, remains 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 2011-16. 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.

The financial pressures facing the Council mean that it will need to consider stopping delivering some services altogether. These include the 3% surplus assets and services that can be delivered more effectively by the private sector, such as pest control and septic tank emptying. Clearly efficiency savings will be constantly made over the 5 year plan period as the Council ensures its overheads are proportionate to the turnover and size of the business. These include further management efficiencies, better procurement, back office costs arising from the revenues and benefits partnership with Harlow, staff terms and conditions such as car allowances and market supplements, and taking areas that constantly underspend out of the base budget.

What we achieved in 2010-11

- a replenishment of reserves
- Produced a balanced budget
- Revised the MTFs in anticipation of Government Spending announcements
- Introduced improved budget monitoring for members
- Sold our former offices at Great Dunmow
- Improved our value for money assessment by external auditors

- Carried out a zero-based budget review of the waste service
- Slimmed down the management team: over the last three years the number of directors has been reduced from 5 to 2, and the number of heads of service, or equivalent, from 12 to 6.

Lead Officer: Assistant Chief Executive - Finance
 Member Responsibility: Finance and Administration Committee,
 Overview: Performance Select Committee

PARTNERSHIPS

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

The Big Society - Sustainable Community Strategy

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, and has done so for many years. The Government has launched its Big Society initiative as a driving force of its localism agenda. Big Society is a way of radically changing both the way we regard public services and how they are delivered. There is no template or model but there are plenty of examples in our communities already - our big challenge to our residents is going to be to move away from being customers with rights to being citizens with duties as well as rights.

The sustainable community strategy (SCS) is a statutory plan for the future of Uttlesford which commits all agencies to work together towards a single vision to 2018. Until 31st March 2011 the Local Area Agreement was a joint statement of priorities and targets for the whole of Essex, which reflected local, county, regional and national priorities, and which was informed by, and influenced, the SCS.

The future of cross-Essex partnership working and governance remains under discussion and is unlikely to be resolved before the local government elections in May 2011. An update to this Corporate Plan will probably be required as events unfold.

Lead Officer: Chief Executive
 Member Responsibility: Uttlesford Futures Board, Council

Strategic Partnerships

Besides the cross-Essex work mentioned above, a significant development over the last 12 months has been a closer working relationship with Harlow and Epping Forest Councils. This because of the need for Councils to work more closely together and because of the social and economic relationships between the three Councils, all of which fall in the M11 Corridor. In December 2010 each Council agreed a memorandum of understanding setting out the parameters for closer working between the three authorities.

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 Council is developing a Revenues and Benefits partnership with Harlow DC. 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/Community Budgeting

Total Place was an initiative from the previous Government that was piloted in 13 Councils around the Country. It looked 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. The current Government has continued with a similar initiative which is now called community budgeting, and Essex is one of the pilot areas. It is understood that various strands of Whitehall funding will be pooled into what officials have described as a local bank account for tackling social problems for chaotic families.

Outsourcing

The Council successfully outsources parts of many of its services, as well as delivering in partnership, such as some ICT, payroll, some 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 2010-11

- Implemented the Local Area Agreement
- Completed the Sustainable Community Strategy and incorporated it into other strategies
- Drew in funding via the LAA
- Developed our parking partnership with Braintree and Colchester Councils
- Developed our HR partnership with Essex County Council
- Developed a revenues and benefits partnership with Harlow DC
- continued to implement our Homelessness Strategy
- Further developed Choice-based letting
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- Continued to provide free bus travel for the over-sixties
- Shared our reception desks with Job Centre Plus
- Improved our customer facility in the new Great Dunmow Library
- Devolved the management of amenities, such as toilets and open spaces, 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

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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 continues to be successfully 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 surveys have been carried out in 2008, 2009 and 2010, and are being acted upon. A workforce strategy is under development, informed by these and other surveys. Training for all staff in customer care has been introduced, as has change management and leadership development for those involved. A Corporate Development Team of volunteers has been established to drive the necessary changes through the organisation as we respond to the challenges of the Government's grant settlement and new legislation. 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 Corporate Services
Member Responsibility: Finance and Administration Committee
Overview . Performance Select Committee

Corporate Governance

The Council will, from the date of its first annual meeting in 2011, operate a cabinet style of government. That means that the three main policy committees will no longer meet and instead will be replaced by a cabinet. Full Council will remain as now, as will the regulatory committees such as Planning and Licensing. This will lead to a more responsive process of decision making which is all the more important given the rapid pace of change set by the Government. As soon as the Leader of the Council has agreed the composition of the Cabinet this plan will be revised to refer to the relevant Portfolio Holder rather than the relevant 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 have completely renewing our customer care charter and feedback systems, and all staff have had customer care training in 2010.

Lead Officer: Director of Corporate Services
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 2011-12. 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 2010-11

- 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
- Introduced a new Equalities Policy
- Developed a workforce strategy

ENVIRONMENT

Changes to Town Planning legislation and the Local Development Framework Core Strategy

Amongst other things, the Localism Bill proposes the biggest change to town and country planning for many years. Most significant will be the development of neighbourhood planning, based on parish and town council areas. While a local plan will remain to give an overall direction, neighbourhood plans and development orders will grant planning permission for certain types of development and enable communities to agree this by referendum. The local development framework will continue to set out the agreed spatial plan for the future of Uttlesford for the next fifteen years. Progress of the LDF was complicated and delayed by the proposal for an Eco-Town at Elsenham, and is now subject of further review following the lifting of housing targets imposed by the now-abolished regional plan. There may be further changes proposed to the forward planning process. The outcome of this process will need to reflect 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. It is anticipated that neighbourhood plans and development orders will need to be in compliance with the LDF.

Lead Officer: Director of Public Services
Member Responsibility: Environment Committee

Stansted Airport

A major success for the Council and our partners was the withdrawal of the planning application for a second runway at Stansted Airport. The Competition Commission

continues to drive for the sale of the airport and it may be that the Council, in the course of the next year, will have to come to terms with a new owner. Government policy is opposed to a second runway, but it is likely that as the economy improves and air travel regains its popularity we may yet see proposals for more intensive use of the airport during the next 5-10 years

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 Public Services

Member Responsibility: Stansted Airport Advisory Panel, Environment and Development Control Committees

What we achieved in 2009-10

- Successfully campaigned against the eco-town proposal at Elsenham
- Successfully campaigned against the proposal for a second runway at Stansted Airport
- Despite the marked decline in construction work elsewhere we continued to manage a high level of Building Control and Planning Applications
- Reduced the cost per household of the waste service to a point lower than before the three bin system was introduced
- Remained among the best performing Councils for composting and recycling nationally
- Improved residents' satisfaction with waste collection and recycling to 80%
- Issued a greener guide to Uttlesford to all households
- 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.
- Significantly improved the Housing Service, independently recognised by the Audit Commission
- Opened short term managed accommodation for homeless people, thus reducing our reliance upon bed and breakfast accommodation

Corporate development

In addition to the activities above - which reflect the main priorities of the council, there are also key corporate development issues which continue to be improved. 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 are 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 Corporate 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
- Introduced cabinet governance from May 2011
- Continued to improve our performance management and review, with accountable reporting to the Performance Select Committee
- Relaunch of Uttlesford Life
- Finalised a comprehensive modernisation of the website and the intranet
- Set up a team to drive the Council's efficiency savings in the MTFS

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.

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FINANCE - Effectively managing our finances in economically challenging times

Continually improving financial management and ensuring the Council remains financially sound

▪ 2010-11 Accounts	To achieve an unqualified audit opinion	September 2011	Assistant Chief Executive - Finance	Finance and Administration, Council
▪ 2011-12 Budget	Produce a balanced budget for 2011 -12	February 2011	Assistant Chief Executive - Finance	Finance and Administration, Council
▪ Medium Term Financial Strategy	Revise and update the Medium Term Financial Strategy in line with this corporate plan. Ensure the required rate of progress is maintained on Strategic Solutions workstreams	February 2011 and ongoing	Assistant Chief Executive - Finance	Finance and Administration, Council

Deliver effective and sustainable procurement and asset management

▪ Procurement	Introduce new procurement strategy, ensuring that procurement promotes the Council's equalities and diversity programmes and its approach to Health and Safety	July 2011	Assistant Chief Executive - Finance	Finance and Administration,
▪ Asset management	Produce a plan for better utilisation of organisational assets	. July 2011	Assistant Chief Executive - Finance	Finance and Administration,

Increasing the emphasis on demonstrable value for money

<ul style="list-style-type: none"> ▪ Value for Money 	<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. To have an unqualified VFM assessment in the 2011 audit</p>	<p>Ongoing</p>	<p>SMB . but all staff have a responsibility to achieve value for money</p>	<p>Finance and Administration, Performance Select</p>
<ul style="list-style-type: none"> ▪ Value for Money 	<p>To ensure that discretionary fee services such as pest and building control operate without cost to the general fund</p>	<p>Ongoing</p>	<p>SMB</p>	<p>F&A</p>

Corporate Indicators:

<ul style="list-style-type: none"> ▪ Average time taken to pay supplier invoices ▪ Is procurement strategy action plan on time? ▪ Is asset management action plan on time? ▪ Is the general fund working balance above the minimum safe contingency level? ▪ Is the HRA working balance above the target minimum level? ▪ % Council tax collected 	<ul style="list-style-type: none"> ▪ % investments complying with the approved investment strategy ▪ % supplier invoices paid within 30 days ▪ Value of rent collected ▪ Time taken to process benefit claims and change events ▪ Divisional Plan indicators
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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

▪ Joint working	To develop the memorandum of understanding with Harlow and Epping Forest District Councils for closer working over a number of areas	Ongoing	SMB	Finance and Administration / Full Council
▪ Shared services	Continue to seek partnership arrangements with other public, private and third sector organisations to promote effective working and to provide value for money	Ongoing	Chief Executive	Finance and Administration
▪ Shared Services	Develop a Revenues and Benefits Partnership with Harlow to build on top quartile performance and improve accuracy	Ongoing	SMB	Council
▪ Shared Services	Progress joint working with Braintree DC in the area of street service functions and grounds maintenance where value for money can be demonstrated	Ongoing	SMB	Council

▪ Outsourcing	To decide whether to outsource a range of services as an alternative to, or enhancement of, delivering shared services in partnership	Ongoing	SMB	Council
▪ Devolution of services	Transfer responsibility for appropriate services to the relevant community agency or council	Ongoing	Chief Executive	Policy Committees
▪ Devolution of Services	To open a new CIC in Stansted, in conjunction with the Parish Council and other partners using part of the savings from the termination of the %supaloos+contract	By December 2012	Director of Corporate Services	Community and Housing Committee

Actively lead Uttlesford Futures

▪ Uttlesford Futures	To review the role of the LSP in the light of the demise of the Local Area Agreement and to agree a new focus with our partners within the District and across west Essex	Ongoing	Chief Executive	Uttlesford Futures Board
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Work in partnership to improve the safety, health and well-being of our communities

▪ Strategic Assessment and Anti-Social Behaviour Strategy	Lead on the strategic assessment of community safety and produce an anti-social behaviour strategy	Ongoing	Chief Executive	Uttlesford Futures Board
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	with the Community Safety Partnership			
▪ Reducing Crime and disorder in partnership with the police and others	To implement the plans of the Community Safety Partnership	Ongoing	Chief Executive/Essex Police	Uttlesford Futures Board
▪ Working through Uttlesford Futures to help reduce health inequalities in the District	Review/facilitate where possible the implementation of the proposals of the Healthier Communities and Older People working group of Uttlesford Futures	From 1 st April 2010	Chief Executive	All Policy Committees
▪ Supported Housing	Review and update the supported housing service to ensure that the stock and type of support available meets the needs of elderly and vulnerable people	Ongoing	Director of Public services	Community
▪ Housing Stock	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	Ongoing	Director of Public services	Community

Improve access to affordable sport, leisure and cultural activities

▪ Leisure Connection	Monitor the PFI with Leisure Connection and develop sports and leisure at Lord Butler, Great Dunmow and Mountfitchet Romeera	Ongoing	Chief Executive	Community and Housing
▪ Sports Outreach	Support the community sports outreach programme provided for young people in the evenings to improve social interaction and reduce anti-social behaviour	Ongoing	Chief Executive	Community and Housing
▪ Saffron Walden Museum	Establish a sustainable business model for the museum and reduce the Council's contribution to its day to day running costs	By 2015	Director of Central Services	Community and Housing

Corporate Indicators:

- Are the Council led actions from the SCS on time?
- % actions completed of the anti-social behaviour strategy
- No of service users who are supported to establish and maintain independent living
- Total users of the museum service
- % of Uttlesford Futures Environment group achieved that require assistance from UDC
- Is the homeless strategy action plan on schedule?
- Divisional Plan indicators

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

Encourage community participation through effective consultation and engagement

▪ Big Society	To encourage a culture of citizenship within our communities, and to build on our strong culture of volunteering within the District	Ongoing	SMB	All
▪ Consultation	Embed the consultation framework to better co-ordinate and more effectively engage the community, and continue to develop the citizenspanel	Ongoing	Director of Central Services	Performance Select
▪ Committee Structure	To develop the Community Area Forums in conjunction with Uttlesford Futures	Ongoing	Chief Executive	Constitution Task Group, Council
▪ Constitution	To introduce a cabinet system of government after the 2011 local elections	May 2011	Chief Executive and Assistant Chief Executive	CTG and Council

Improve customer care and improve access to services

<ul style="list-style-type: none"> ▪ To improve customer care in all aspects of the Council's work 	<p>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 and arrange training for all staff</p>	<p>Ongoing</p>	<p>Director of Corporate Services & Chief Executive</p>	<p>Finance and Administration</p>
<ul style="list-style-type: none"> ▪ Electronic Document Management 	<p>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:</p>	<p>end date</p>	<p>Director of Corporate services</p>	<p>Finance and Administration</p>

Maintain a high level of corporate governance and standards

<ul style="list-style-type: none"> ▪ Performance Management 	<p>Embed the performance management framework to deliver continuous improvement, to co-ordinate corporate planning, budget setting, risk management and performance</p>	<p>Ongoing</p>	<p>Director of Corporate Services</p>	<p>Performance Select</p>
<ul style="list-style-type: none"> ▪ External Inspection and Challenge 	<p>Learn from external inspections and peer</p>	<p>Ongoing</p>	<p>Director of Corporate Services</p>	<p>Performance Select</p>

	challenges, and implement recommendations to continually improve			
▪ Scrutiny	Further develop the scrutiny function within the limits of available resources while the current committee structure remains.	Ongoing	Director of Corporate Services	Scrutiny
▪ Customer feedback management	Develop corporate monitoring of customer comments, compliments and complaints	Ongoing	Director of Central Services	Performance Select

Develop and maintain a motivated and high performing workforce

▪ Mobile and Homeworking	Continue to encourage mobile hand home working where appropriate	Ongoing	Director of Corporate Services	
▪ Human Resources / Workforce Strategy	Implement a strategy for workforce development, diversity and equality, capacity building, succession planning, rewards, health, safety and welfare	Ongoing	Director of Corporate 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"> ▪ Equalities 	Equalities . Moving beyond former Level 2 and progressing to equivalent of Level 3 (new achieving level)	31 st March 2012	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 Committees
<ul style="list-style-type: none"> • Supporting Essex Safeguarding Children’s Board through the work of Uttlesford Futures 	To contribute where possible to the initiatives set by the Board	Ongoing	Uttlesford Futures	Uttlesford Futures Board
<ul style="list-style-type: none"> • Preparing to take on a role in the promotion of public health 	To participate in implementing the policies of the Public Health Board for Essex as it is set up	Dependent on changes to NHS	Director of Public Services	Community and Housing

Corporate Indicators:

<ul style="list-style-type: none"> ▪ % actions completed from the Workforce Strategy ▪ Average number of sickness days per employee 	<ul style="list-style-type: none"> ▪ Overall customer satisfaction with Council services ▪ Divisional Plan actions
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ENVIRONMENT - Protecting and enhancing the environment

Working with the owners of Stansted Airport so as to ensure the greatest economic and social benefits commensurate with securing an overall environmental improvement

▪ Stansted Airport	Encouraging the airport owners to improve relationships with the community	Ongoing	Director of Public Services	Community and Housing
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Managing development and delivering affordable housing for local people

▪ Local Development Framework	Progress the Local Development Framework Core Strategy, General Development Control and Site Specific Development Plan documents in accordance with the Local Development Scheme	From 31 March 2010	Director of Public Services	Environment
▪ Housing	Maximising the award of new homes bonus to achieve the greatest community benefits commensurate with the proper long term planning of the area	2011 - 2017	Director of Public Services	Environment/DC
▪ Affordable housing	Maximise affordable housing gain from new developments, and work with parish councils and other bodies to identify appropriate exception sites	Ongoing	Director of Public Services	Development Control

	for 100% affordable housing. Use Council assets where appropriate, and not to the detriment of the HRA, to pump prime affordable housing schemes			
▪ Affordable Housing	Take advantage of new legislation for rents to contribute towards finance of the construction of new affordable homes	As legislation permits	Director of Public Services	
▪ Empty homes	Bring homes in private ownership that have been empty for a long time back into use	Ongoing	Director of Public Services	Environment

Developing sustainable communities by protecting and encouraging local facilities

▪ Economic Development	Review/support the Economic Development Group on Uttlesford Futures and via the LAA to give encouragement to local business in the Essex-wide context	Ongoing	Director of Public Services	Environment/Uttlesford Futures
▪ Economic development	Work closely with Epping Forest and Harlow DC along the M11 corridor . the West Essex Alliance . as the basis for contribution towards the Essex/Kent/E Sussex LEP	From Jan 2011	Director of Public Services	Environment/Uttlesford Futures

▪ Car parking	Review car parking charges from 2012	From April 2012	Assistant Chief Executive	Environment
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Preparing for the enactment of the Localism Bill

▪ Localism Bill	Setting up the Local Area Transport Forum to make decisions about investment at the most appropriate local level	From May 2011	Director of Public Services	Environment
▪ Localism Bill	Ensuring that all the Council's services are fully prepared to embrace the provisions of the Bill as they are enacted	According to Parliamentary timetable	Chief Executive	All

Developing energy efficiency policies to reduce our carbon footprint and assist with fighting fuel poverty

▪ Home Energy	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	Ongoing	Director of Public Services	Environment
▪ Climate Change Strategy	Implement actions in the climate change strategy and seek to achieve the Eco-Management and Audit Scheme accreditation	Ongoing	Director of Public Services	Environment

<ul style="list-style-type: none"> ▪ Emissions 	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	Ongoing	Director of Public Services	Environment
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Improving environmental management and enforcement against environmental crime

<ul style="list-style-type: none"> ▪ Keeping our streets and spaces clean 	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.	Ongoing	Director of Public services	Environment
<ul style="list-style-type: none"> ▪ Keeping our streets and spaces safe 	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	Ongoing	Assistant Chief Executive	Environment

Minimising Waste by promoting re-use and maximising recycling

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

Protecting the Environment through the work of Uttlesford Futures

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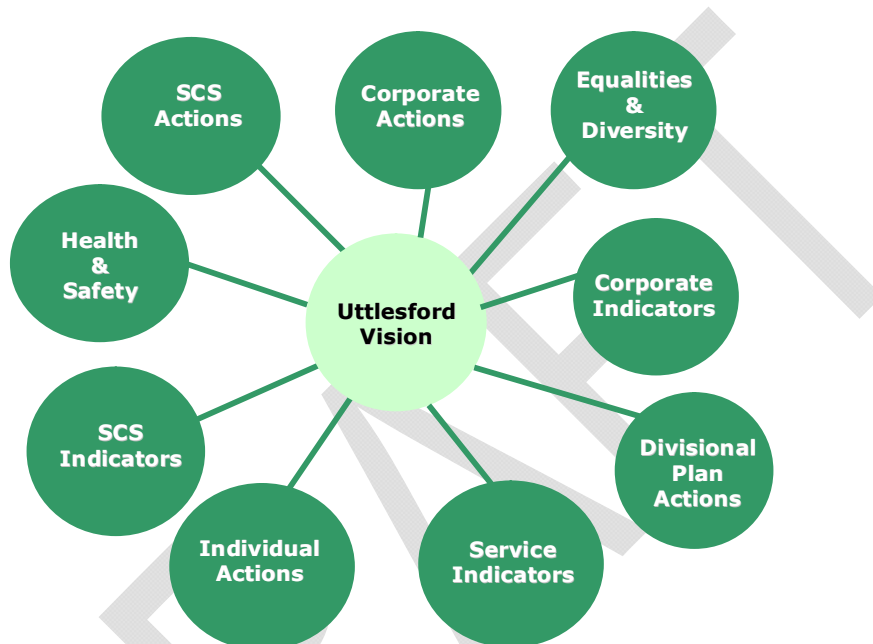
Corporate Indicators:

- % vacant commercial premises; % actions completed from H&S action plan
- No of press releases concerning litter enforcement; Time taken to determine planning applications (major, minor and other)

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	SCS Actions and 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	Bi monthly
	Service Indicators	Strategic Management Board Performance Select	Quarterly
Performance Reviews	Individual Performance Review Actions	Divisional Heads	At least every six months