

Corporate Plan - Action Plan

**2nd Quarter Status Report to Resources
17th November 2005**

Our Corporate Action Plan

The following section sets out the key corporate actions that the Council is to undertake over the next three years (2005-2008). The actions are set out under the five headings of the Uttlesford Excellence model – Excellence, People, Customers, Community and Communication. In addition, each action is categorised against the relevant nine QofL aims of :

QofL Aims	Key
<ul style="list-style-type: none"> ○ Providing strong community leadership and openness ○ Protecting and enhancing the environment and character of the district whilst: <ul style="list-style-type: none"> ○ Improving local transport ○ Encouraging appropriate economic development ○ Improving the supply of good affordable homes to meet the needs of the local community ○ Promoting tourism, culture and leisure opportunities ○ Improving access to value for money services ○ Improving community safety and the health of the population ○ Supporting life long learning and developing better opportunities for young people 	A B C D E F G H I

Reporting Status Statements

The table below sets out the Status Statements from which the Project Officers have had to select to report on the progress of the project(s) for which they are responsible -

Project Status Statements	Supplementary Details required
Project completed	
Project started and on target	Brief details of the work that has been carried out to date
Project started but target completion date unlikely to be met	Details of the work that has been carried out to date and reasons why the completion date is unlikely to be met and brief details of the measures that are being taken to address this
Project started but target completion date will not be met	Details of the work that has been carried out to date, reasons why the completion date will not be met and a suggested revised completion date
Project not yet started (completion date beyond March 2006)	

THEME: EXCELLENCE (Aims 1-8)

LEAD MEMBER:
To be determined

LEAD OFFICER:
Chief Executive

- **Delivering high quality services, which meet the needs of the recipients and the wider community and represent value for money**

We aim to....	We will...	SUCCESS CRITERIA				Project Officer	Project Status	
		Where we are now...	Where we want to be...	By when...	Resources...			
1. Improve how we review and plan our services so that they reflect community need and achieve continuous improvement	1a. Produce three year, linked service and financial plans which take account of the Council's priorities and previously agreed efficiency/ improvement targets	The Corporate Plan sets out our corporate priorities. We have a number of improvement plans to deliver.	Public & staff will be able to link actions in service plans to improved efficiency /achievement of Council priorities	31 March each year	Via service Planning and from existing budgets	Tracy Turner/ Phil O'Dell	Q1	Project started and on target
							Q2	Project started and on target Prioritisation and pre-service assessments undertaken. Corporate planning and performance management framework being devised.
							Q3	
							Q4	
	1b. Conduct Best Value Reviews of a number of key services identified through the Council prioritisation process	The Reviews will identify how we can make improvements and efficiencies savings	We will have achieved 5% improvements and/or 2% efficiency savings in these service areas	31 March each year	From service and corporate budgets	Ted Fennell	Q1	Project started and on target

We aim to....	We will...	SUCCESS CRITERIA				Project Officer	Project Status	
		Where we are now...	Where we want to be...	By when...	Resources...			
							Q2	<p>Project started and on target</p> <p>In process of:-</p> <p>Drafting a report that identifies the current status of Best Value Reviews and associated action plans within UDC.</p> <p>Rationalising Best Value Review proposals for the forthcoming year.</p>
							Q3	
							Q4	
	1c. Consider the options and where appropriate, seek to negotiate Local Service Agreements with partners and/or Essex County Council and other local authorities e.g. town & parish councils, for the local commissioning and delivery of services	We have details of the quality of service, cost and customer satisfaction levels which will be used as a benchmark	As a result of LSA's we will be able to demonstrate improved quality, cost and customer satisfaction levels	31 March 2006	From existing resources	Tracy Turner	Q1	Project started and on target
							Q2	<p>Project started and on target</p> <p>Ongoing annual programme. No recent LSA's sought or negotiated.</p>

We aim to....	We will...	SUCCESS CRITERIA				Project Officer	Project Status	
		Where we are now...	Where we want to be...	By when...	Resources...			
							Q3	
							Q4	
2. Lead the development of the Local Strategic Partnership (LSP) to enable it to become a genuine forum in which public and community agencies are able to agree on a Community Strategy for Uttlesford and make realistic decisions on priorities on behalf of the community	Lead and assist the LSP to review the Community Plan, in conjunction with other partners and ensure that there is appropriate input from the community	We have a Community Plan that needs to be reviewed and updated with partners so that the LSP can be more effective	We will have met all of our targets/commitment and help implement the Community Plan	31 March each year	To be determined by the LSP	Tracy Turner	Q1	Project started and on target
							Q2	Project started and on target Uttlesford Futures Assembly scheduled for October to refresh Community Strategy.
							Q3	
							Q4	

We aim to....	We will...	SUCCESS CRITERIA				Project Officer	Project Status	
		Where we are now...	Where we want to be...	By when...	Resources...			
3. Promote and defend the long-term interests of the community and district of Uttlesford by being engaged and active in sub-regional and regional partnerships	Develop a Strategic Development Advisory Group to enable effective policy making and engage with external partners including Stansted M11 Area local authorities Partnership, Stansted Area Housing Partnership, the West Essex Economic Partnership, EEDA, EERA and other current partnership arrangements	We have no mechanism to ensure that decisions and policies made on major, strategic issues are based on a long-term strategy	We will have succeeded in persuading the sub-region to adopt, support or compliment our policies	31 March 2005	To be identified by the SDAG	John Mitchell/ Roger Harborough	Q1	Project Completed
							Q2	Project Completed SDAG established and meeting regularly. Work programme agreed. Economic, environmental and social Indicators selected.
							Q3	
							Q4	
4. Ensure that the buildings we manage meet the obligations of the Disability Discrimination Act (DDA)	Programme works to Council buildings to meet the obligations of the DDA	We know how many and what needs to be done to our buildings to meet our obligations under the DDA	All of our buildings will have met the our statutory obligations under the DDA Standards as the legislation evolves	Annual review of each building	Planned programme of works from existing resources	Ernie Spencer	Q1	Project started but target completion date unlikely to be met

We aim to....	We will...	SUCCESS CRITERIA				Project Officer	Project Status	
		Where we are now...	Where we want to be...	By when...	Resources...			
							Q2	<p>Project started and on target</p> <ul style="list-style-type: none"> • Saffron Walden TIC – Inaccessible to wheelchair users – bell in place to ask for assistance. • Thaxted Guild Hall – Listed building and topography of site precludes disabled access. • Saffron Walden Day Centre - Minor works e.g. emergency alarms highlighter paint are scheduled to be completed by the end of November.
							Q2	<ul style="list-style-type: none"> • Saffron Walden Museum Toilets - <p>Main works to be carried out in December and due for completion in January.</p> <p>Works will not be carried out to upgrade the toilet facilities within the School Room at the Museum and staff will make reasonable adjustments for users until funding is agreed.</p>

We aim to....	We will...	SUCCESS CRITERIA				Project Officer	Project Status	
		Where we are now...	Where we want to be...	By when...	Resources...			
							Q2 • Thaxted Day Centre - A funding bid has been submitted for improvements for disabled access. New agreements with the Management Committees of each Day Centre are to detail how emergencies within the accessible toilets are to be dealt with and the use and provision of hearing loops along with other issues relating to people with disabilities. Completion will ensure that 13 out of 17 buildings within the property portfolio are accessible by the end of January 2006.	
							Q3	
							Q4	
5. Meet the Equality Standard for Local Government (Level2) by the target date of	Establish a Working Group of staff and Members to carry out an audit and develop	We need to carry out an audit and develop an action plan to understand what we	We will have successfully implemented an action plan to enable	31 March 2006	Establish a staff/ Member Working Group	Carole Hughes	Q1	Project not yet started (completion date beyond March 2006)

We aim to....	We will...	SUCCESS CRITERIA				Project Officer	Project Status	
		Where we are now...	Where we want to be...	By when...	Resources...			
December 2006	an action plan to meet the Equality Standard	need to do to meet the Equality Standard	us to meet the Equality Standard by the deadline				Q2	Project started and on target Please see 9 below. The work underway on the competency framework will lead onto this project. Training to take place first and then by an assessment and action planning
							Q3	
							Q4	
6. Raise the profile of the Council by achieving Beacon Status and/or LGC Awards and/or other similar national quality awards	Make at least two submissions for at least one of the awards	We want to make a number of submissions to a National Award Scheme	We will have ensured that two submissions are made in the next three years	31 March 2008	Establish a staff/Member team to manage the submission process	Ted Fennell	Q1	Project not yet started (completion date beyond March 2006)
							Q2	Project not yet started (completion date beyond March 2006) Phase 1 will be to establish the current status of 'quality' certification throughout UDC
							Q3	
							Q4	

We aim to....	We will...	SUCCESS CRITERIA				Project Officer	Project Status	
		Where we are now...	Where we want to be...	By when...	Resources...			
7. Make quality and speedy decisions effectively through our Democratic structure	Review the constitutional arrangement of the Council and develop an Action. Plan to implement new arrangements. Identify baseline targets.	We have been identifying options to improve the current arrangements	An action plan will have been approved by the Annual Council meeting to enable the new arrangements to proceed thereafter	17 May 2006 at Annual Council Meeting	From existing resources	Michael Perry	Q1	Project started and on target
							Q2	Project started and on target. Constitution adopted by Full Council 18/10/05 to be implemented December 05.
							Q3	
							Q4	
8. Encourage the promotion and delivery of lifelong learning opportunities for the people of Uttlesford	8a. Work with partners through the Uttlesford Futures to support the work of the Uttlesford Life Long Learning Partnership	We are represented on the Uttlesford Life Long Learning Partnership	We will have supported the development and implementation of two initiatives	30 March 2008	Additional resources required of £2k p.a.	Carole Hughes	Q1	Project started and on target
							Q2	Project started and on target Meeting now arranged for 4.11.05 to progress with North West Essex Adult Education
							Q3	
							Q4	
	8b. Through the Uttlesford Life Long Learning Partnership we will facilitate a	We can use appraisals/Individual Development Plans to identify which staff have	100% of staff who participate benefit from the experience	30 September 2006	From existing resources and LSP/LSC funding	Carole Hughes	Q1	Project not yet started (completion date beyond March 2006)

We aim to....	We will...	SUCCESS CRITERIA					
		Where we are now...	Where we want to be...	By when...	Resources...	Project Officer	Project Status
	meeting with local businesses in the district to discuss how we can develop opportunities for our officers and employees in the district to share experiences and knowledge e.g. through joint training, job shadowing and joint commissioning	benefited from the opportunity					Q2 Project started and on target As 8a above - meeting now arranged for 4.11.05 to progress with North West Essex Adult Education
							Q3
							Q4

THEME: PEOPLE (Aims 9-11)

LEAD MEMBER:
To be determined

LEAD OFFICER:
Executive Manager (HR)

- Ensuring that we enable the people in the organization to deliver excellence through appropriate rewards, development and empowerment

We aim to....	We will...	SUCCESS CRITERIA				Project Officer	Project Status	
		Where we are now...	Where we want to be...	By when...	Resources ...			
9. Better equip our members and staff to carry out their respective roles	9a. Carry out a skills audit to understand the development needs of our Members and staff	We do not have a complete picture about development needs for members and staff	We will have information on the development needs of ALL Members and staff	30 September 2005 Resources 28/07/05 - Target date amended to- 31 March 2006	£10k for consultant to develop process and interpret the outcomes	Carole Hughes	Q1	Project started but target completion date will not be met

We aim to....	We will...	SUCCESS CRITERIA				Project Officer	Project Status	
		Where we are now...	Where we want to be...	By when...	Resources ...			
							Q2	<p>Project started and on target</p> <p>Leadership Skills Audit for cohorts 1,2,3 has begun. The Competency Framework has been purchased from ECC and work is ongoing on identifying the key competencies for UDC. Once identified this work will enable the creation of a skills audit of all staff. The audit will take place in the autumn to ensure the necessary work on competencies has taken place.</p>
							Q3	
							Q4	

We aim to....	We will...	SUCCESS CRITERIA				Project Officer	Project Status	
		Where we are now...	Where we want to be...	By when...	Resources ...			
	9b. Develop Development Plans for Members and staff, including Individual Development Plans, which will prepare them for current and potential challenges and expectations	The appraisal process is not fully adopted and therefore it is not possible to identify training needs	We will have delivered 100% of all Individual Development Plan targets. We will have developed the appraisal process into a Personal Development review process	31 March 2006	From existing resources (£20k included in the QofL Plan)	Carole Hughes	Q1	Project started and on target
							Q2	Project started but target completion date unlikely to be met Appraisals are underway. Member development has been dealt with through the delivery by IDEA workshops.
							Q3	
							Q4	
10. Promote awareness and personal choices about health to all of our Members and staff	Work with the UPCT and Occupational Health providers, hold an annual Health Awareness Day and support any Health Promotion initiatives e.g. Stress Management, Stop Smoking	Our sickness average for 2003/04 is 8.57 against a target of 7.00	Using our new HR system we will be able to highlight ill-health issues and target annual health promotion initiatives	31 March 2006	From existing and partnership resources	Jo Ware	Q1	Project started and on target

We aim to....	We will...	SUCCESS CRITERIA				Project Officer	Project Status	
		Where we are now...	Where we want to be...	By when...	Resources ...			
							Q2 Project started but target completion date unlikely to be met Data is still being entered onto the new CPMIS. When completed statistical analysis will be undertaken to assess areas to be targeted for health promotion initiatives. As the Health Promotion Officer does not start until 1 November 2005, the project may not be completed by the target date but an action plan will be devised soon after the officer starts on the 1 st November.	
							Q3	
							Q4	

We aim to....	We will...	SUCCESS CRITERIA				Project Officer	Project Status	
		Where we are now...	Where we want to be...	By when...	Resources ...			
11. Develop a flexible recruitment, promotion and retention policy under pinned by an Equal Opportunities Approach to encourage career development opportunities and ensure flexible working practice are the norm	Review and revise the pay and reward, recruitment and promotion policies and procedures to promote greater flexibility for employees	Feedback from staff is that policies and procedures are too restrictive	We will have policies that are easy to access and understand and which support people in their work	31 March 2007	Review by Member & officer Working Group led by Executive Manager (HR)	Carole Hughes	Q1	Project started and on target
							Q2	Project started and on target Please see 9 above too. The work underway on the Competency Framework will lead onto this project. A series of training courses are now in place for JMT to underpin this review e.g. employment law, equalities, recruitment and selection. A small group will be asked to progress in conjunction with HR
							Q3	
							Q4	

THEME: CUSTOMERS (Aims 12-15)

LEAD MEMBER:

LEAD OFFICER:
Executive Manager (CS)

- Exceeding the expectations of our customers in our ability to tackle the issues that matter to them effectively, responsibly and speedily

We aim to....	We will...	SUCCESS CRITERIA				Project Officer	Project Status	
		Where we are now...	Where we want to be...	By when...	Resources...			
12. Work with ECC and transport providers to give residents a greater range of timely and effective transportation services and encourage more use of services	12a. Work with partners in the County to introduce Smartcard technology that would be accepted by all public transport providers (including those operating across boundaries)	We know that there are no existing public transport providers accepting Smartcards for travel on their vehicles	100% coverage of all public transport	31 March 2007	Shared partnership funding with regional, county and other key players. £ still to be quantified.	Sarah McLagan	Q1	Project not yet started (completion date beyond March 2006)
							Q2	Project not yet started (completion date beyond March 2006)
							Q3	
							Q4	

We aim to....	We will...	SUCCESS CRITERIA				Project Officer	Project Status	
		Where we are now...	Where we want to be...	By when...	Resources...			
	12b. Work with public transport providers, developers, partners and major retailers through the Transport Forum to identify the key public transport routes through the district and actively encourage the provision of buses or other modes of transport, such as Mini-Hoppers, Community Transport and village mini-buses	We know the level of availability of public transport on key routes	We will have worked with partners to increase provision from this baseline	30 September 2007	Shared Partnership funding. £ still to be quantified.	Jeremy Pine	Q1	Project started but target completion date unlikely to be met.
							Q2	Project started but target completion unlikely to be met UDC, via the Uttlesford Transport Forum, has participated in ECC's West Essex Area Review of public transport, and officers also sit on the Accessibility Planning Partnership, which is focusing on access to post-16 education. The level of funding that will result from LTP2 is still uncertain at the moment, but it is the intention of ECC to work on a pilot project within the District for youth transport.

We aim to....	We will...	SUCCESS CRITERIA				Project Officer	Project Status	
		Where we are now...	Where we want to be...	By when...	Resources...			
							Q3	
							Q4	
	12c. In conjunction with ECC, SWTC and Wendens Ambo PC, carry out a study to ascertain how to develop a safe cycle way from Saffron Walden to Audley End Station	We have an Uttlesford Cycle Network Plan. The top priority in the plan is the development of a cycle way from Saffron Walden to Audley End Station.	We will have completed the study and have an action plan to move the project forward	31 March 2006	From existing resources	Jeremy Pine	Q1	Project started and on target
							Q2	Project started and on target The Mouchel Parkman study has been received, and copies have been sent to SWTC and Wendens Ambo Parish Council for comment. Officers are now analyzing the responses, which so far have not been favourable and which indicate that further consultation and research are needed. The LA21 Group has offered to assist with further consultation / survey work at Audley End station.
							Q3	

We aim to....	We will...	SUCCESS CRITERIA				Project Officer	Project Status	
		Where we are now...	Where we want to be...	By when...	Resources...			
							Q4	
13. Promote participation in artistic and cultural activities in the district	13a. Work with partners to consider the need for an Arts Centre in the district	Partners need to employ consultants to carry out a Feasibility Study	A Feasibility Study will have been carried out by the target date and it provides information to enable decisions to be made about arts provision.	30 September 2005 Propose target date be amended to – 31st March 2006	Shared Partnership Funding. £ still to be quantified	Sarah McLagan /Gaynor Bradley	Q1	Project started and on target
							Q2	Project started but target date will not be met Strategic Leisure was appointed in September to produce a Leisure and Cultural Strategy. This work includes consideration of the need for an Arts Centre. The Consultant will be producing a draft strategy in the New Year.
							Q3	

We aim to....	We will...	SUCCESS CRITERIA				Project Officer	Project Status	
		Where we are now...	Where we want to be...	By when...	Resources...			
							Q4	
	13b. Work with partners to consider and develop opportunities for the provision of appropriate accommodation for aspiring artists, exhibitions etc	We need to employ consultants to carry out a Feasibility Study	A Feasibility Study will have been carried out by the target date and it provides information to enable decisions to be made about arts provision.	30 September 2005 Propose target date be amended to – 31st March 2006	Shared Partnership resources	Sarah McLagan /Gaynor Bradley	Q1	Project started and on target
							Q2	Project started but target date will not be met As 13a above - Strategic Leisure was appointed in September to produce a Leisure and Cultural Strategy. This work includes consideration of the need for an Arts Centre. The Consultant will be producing a draft strategy in the New Year.
							Q3	
							Q4	

We aim to....	We will...	SUCCESS CRITERIA				Project Officer	Project Status	
		Where we are now...	Where we want to be...	By when...	Resources...			
	13c. Work with Saffron Walden County High School to establish a local community cinema facility through an independent trust.	We have a draft Business Plan and the trust has been discussed in principle but these need to be developed and confirmed to ensure an effective service is provided	The cinema is open and providing the service required to the local community	31 December 2005	Contribution (£80k) towards building from Capital Programme (included in QofL Plan). £5k ongoing (tapering) revenue contribution	Sarah McLagan	Q1	Project started but target completion date unlikely to be met
				Propose target date be amended to –			Q2	Project started but target completion date will not be met
				30th June 2006				Work to establish a trust to manage and run the cinema is progressing. Delays have occurred due to the time taken to identify trustees/people willing to commit to the project. A public meeting is to be held on the 7 th November to recruit more people. A project plan is in place which identifies all the actions to enable opening in May 2006.
							Q3	
						Q4		
	13d. Consider options to provide improved access to cinema across the rest of	It has been agreed with SWCHS that the cinema trust will be required to look at	Options will have been considered by relevant parties and an action plan will	31 December 2006	£ to be identified	Sarah McLagan	Q1	Project not yet started (completion date beyond March 2006)

We aim to....	We will...	SUCCESS CRITERIA				Project Officer	Project Status	
		Where we are now...	Where we want to be...	By when...	Resources...			
	Uttlesford	options as a funding condition	have been developed and agreed for delivering in 2007/08				Q2	Project not yet started (completion date beyond March 2006) It is likely that the completion date for this project will slip due to the delay in 13c above
							Q3	
							Q4	
14. Review how our citizens currently access the Council's services and the	14a. Implement the outcomes of the Best Value Review of Access to Services	We have a BV action plan that needs to be implemented	The actions in the project plan will have been implemented	31 March 2006	Capital: – £330 000 Revenue: – £25 000	Mike Breen	Q1	Project started and on target

We aim to....	We will...	SUCCESS CRITERIA						
		Where we are now...	Where we want to be...	By when...	Resources...	Project Officer	Project Status	
opportunities available for providing more choice, improved service and greater integration with other agencies							Q2	Project started and on target See 14b below
							Q3	
							Q4	
							Q1	Project started and on target
	14b. Implement a Customer Response Management System and Document Imaging Processes to support frontline service delivery	We have an action plan that needs to be implemented	The actions in the project plan will have been implemented	31 March 2006	From existing resources	Mike Brean	Q1	Project started and on target

We aim to....	We will...	SUCCESS CRITERIA				Project Officer	Project Status
		Where we are now...	Where we want to be...	By when...	Resources...		
							Q2 Project started and on target Customer Relationship Management System Meetings have been held with specialist staff in Council Tax, Housing Benefits, Environmental Services and Licensing to develop the Customer Relationship Management (CRM) system enquiry handling scripts. The Ocella system (Environmental Services) integration software is due to be delivered in November 2005. Northgate's Revenues and Benefits integration software is expected in December 2005. The integration software will be tested before deployment in the live systems.

We aim to....	We will...	SUCCESS CRITERIA				Project Officer	Project Status
		Where we are now...	Where we want to be...	By when...	Resources...		
							<p>Q2 As part of the e-Innovations project, the CAB offices in the district will use the enquiry handling scripts for Council Tax and Housing Benefits to enable advisors to deal more effectively with client enquiries.</p> <p>Corporate Document Imaging (DIP) A timetable for implementation is being developed. Further training for key staff has been arranged. Individual services will be asked to provide lead officers for the project.</p>
							Q3
							Q4

We aim to....	We will...	SUCCESS CRITERIA				Project Officer	Project Status	
		Where we are now...	Where we want to be...	By when...	Resources...			
15. Make full use of the potential for electronic service delivery to improve the responsiveness and quality of services	Meet the following national targets – “All services to be available electronically by 31 st December 2005”. All national priority outcomes achieve by the 31 st December 2005”	We have to comply to BVPI 157	100% of services will have met required targets	31 December 2005	£150k funding secured from the ODPM	Adrian Webb	Q1	Project started and on target
							Q2	Project started and on target 93.92% of services are meeting the target.
							Q3	
							Q4	

THEME: COMMUNITY (Aims 16-29)

LEAD MEMBER: **LEAD OFFICER:**
Executive Manager (Development)

- **Leading and representing the community at all levels, maximizing our ability as a Council to secure the best available future for Uttlesford**

We aim to....	We will...	SUCCESS CRITERIA				Project Officer	Project Status	
		Where we are now...	Where we want to be...	By when...	Resources...			
16. Establish and articulate a clear Vision for the future of Uttlesford District	Define how the Council is to deliver the Vision, taking into account our own objectives, external pressures etc.	The Citizens panel can provide us with its level of understanding about our existing Vision	We will have a clear Vision that is endorsed by the Citizens Panel and other community representatives	31 December 2005 Propose target date be amended to – 31st March 2006	From existing resources	John Mitchell	Q1	Project started and on target
							Q2	Project started but target completion date will not be met SDAG has agreed a revised completion date of 31.03.06.
							Q3	
							Q4	
17. Improve our liaison and contact with Hard-to-Reach groups to understand their needs	Work with partners facing similar issues to develop a strategy and action plan to identify and consult with Hard-to-Reach groups	We do not have a means of identifying and consulting with Hard-to-Reach groups in the district	Hard-to-Reach groups advise us that they are informed and engaged	31 March 2006	From existing resources	Tracy Turner	Q1	Project started and on target

We aim to....	We will...	SUCCESS CRITERIA				Project Officer	Project Status	
		Where we are now...	Where we want to be...	By when...	Resources...			
							Q2	Project started and on target Diversity Festival and other contacts have yielded positive contacts to involve in longer term discussion on strategy.
							Q3	
							Q4	
18. Help to stimulate a thriving, diverse and sustainable local economy	18a. Work with the local businesses and the wider community to develop a 10 year economic development strategy that supports the district's vision for 2021	We are compiling information describing the level of investment and diversity of jobs in the district	We will have increased the diversity of employment opportunities in the district and maintain the level of unemployment at no more than 1%	31 March 2007	EDO to develop strategy	Roger Harborough	Q1	Project not yet started (completion date beyond March 2006)

We aim to....	We will...	SUCCESS CRITERIA				Project Officer	Project Status	
		Where we are now...	Where we want to be...	By when...	Resources...			
							Q2	Project started and on target Position Statement on resident workforce and labour demand completed. Retail study close to Final Report stage Employment land assessment study contract placed with contractor – study to commence 5 October
							Q3	
							Q4	
	18b. Develop a Tourism Strategy to complement and enhance the economic development of the district	We have information about the number of visitors to the district and to each tourist attraction	We will have increased visitors to the district and attractions from base numbers year on year	31 March 2007	EDO to develop strategy	John Mitchell	Q1	Project not yet started (completion date beyond march 2006)

We aim to....	We will...	SUCCESS CRITERIA				Project Officer	Project Status	
		Where we are now...	Where we want to be...	By when...	Resources...			
							Q2	Project started but target completion date unlikely to be met SDAG have raised questions over the desirability of encouraging tourism
							Q3	
							Q4	
19. Have appropriate and effective emergency plans in place which meet the requirements of the new Civil Contingencies Bill	Plan for both war and peacetime civil emergencies and terrorism, including the production of Business Continuity Plans	We do not have the number and range of plans that we are required to have to meet statutory obligations and do not have the resources to produce them	100% plans in place by the statutory deadlines	Govt. to confirm	£15k consultancy costs to support the production of Business Continuity Plans	Jason Dear	Q1	Project started and on target

We aim to....	We will...	SUCCESS CRITERIA				Project Officer	Project Status	
		Where we are now...	Where we want to be...	By when...	Resources...			
							Q2 Project started but target completion date unlikely to be met UDC now has a Community Risk Register on schedule for completion by the statutory deadline. Our Emergency Plans now reflect the CCA. Business Continuity Plans are underway and scheduled to be complete by approximately February 2006, but BCP will not be in place by the statutory guideline date of 15th Nov 2005 due to the late start of the Essex CC Business Continuity Manager and conflicting projects.	
							Q3	

We aim to....	We will...	SUCCESS CRITERIA				Project Officer	Project Status	
		Where we are now...	Where we want to be...	By when...	Resources...			
							Q4	
20. Provide residents and Town and Parish Councils with adequate and appropriate advice and information to help them deal with the impact of flooding and other impacts of global warming and climate change	20a. Create a data base of properties subject to flood risk, with contact details	We provide a leaflet and support to vulnerable residents	A Data base will be in place	31 March 2006	From existing resources	Jason Dear	Q1	Project not yet started (completion date beyond March 2006).
							Q2	Project started and on target The flood database has been designed and is up for review to ensure its integrity. The next stage is to input all properties that are at risk from flooding and provide information to those properties.
							Q3	
							Q4	

We aim to....	We will...	SUCCESS CRITERIA				Project Officer	Project Status	
		Where we are now...	Where we want to be...	By when...	Resources...			
	20b. Facilitate workshops and training for Parish and Town Councils to enable them to make adequate arrangements for their residents in the event of a flood	We know which Parish and Town Councils should attend as they have residents who might be affected by flooding	P&TCs affected by flooding will attend at workshops and training	31 March 2005 for first workshop /training	From existing resources	Jason Dear	Q1	Project started but target completion date unlikely to be met.

We aim to....	We will...	SUCCESS CRITERIA				Project Officer	Project Status	
		Where we are now...	Where we want to be...	By when...	Resources...			
							Q2	<p>Project started and on target</p> <p>A call handling procedure has been designed to deal with flood related emergency calls. General Workshops relating to Emergency Planning and flooding have taken place at Dunmow and Stansted town/parish councils respectively. We are now developing an additional a scheme to provide flood warnings to parish councils. It was first used on 24th October 2005.</p>
							Q3	
							Q4	

We aim to....	We will...	SUCCESS CRITERIA				Project Officer	Project Status	
		Where we are now...	Where we want to be...	By when...	Resources...			
	20c. Work with the Environment Agency and other relevant parties to identify and implement measures to reduce flooding in priority areas	We know which areas are a priority for remedial measures	Priority areas will have had remedial measures carried out	31 March 2006	From existing Capital resources (£50k allocated via QofL Plan 2005/6 and 2006/7).	Phil Hunt	Q1	Project started and on target

We aim to....	We will...	SUCCESS CRITERIA				Project Officer	Project Status
		Where we are now...	Where we want to be...	By when...	Resources...		
							<p>Q2</p> <p>Project started and on target</p> <p>This is an ongoing project. Spending parameters require matched funding which is proving difficult to obtain. Discussions are underway to determine if joint arrangements between UDC and ECC could be implemented at Bridge Street, Saffron Walden where ECC have designed a scheme to positively drain Windmill Hill and alleviate flooding to the cottages. There are also discussions regarding this approach being held with town and parish councils, but if any locations are identified these will not be priority areas.</p>

We aim to....	We will...	SUCCESS CRITERIA				Project Officer	Project Status	
		Where we are now...	Where we want to be...	By when...	Resources...			
							Q3	
							Q4	
21. Work with the Police and the community to make communities safer, reduce crime and the fear of crime	21a. Through partnership working create, develop and provide support for Neighbourhood Watch Schemes in every locality	We have details of the number of areas where there is an active Neighbourhood Watch Scheme	Number of areas with an active Neighbourhood Watch Scheme will have increased by 10%	30 Sept. 2005 Resource 28/07/05 - Target date amended to - 31 December 2006	From existing resources (£2k allocated via QofL Plan ongoing)	Community Safety Officer	Q1	Project started but target completion date will not be met
							Q2	Project started and on target The CSO left the Council and a replacement is actively being sought
							Q3	
							Q4	
	21b. Review of the effectiveness of the Police Community Support Officers (PCSOs)	We have some performance information from Essex Police which indicates how effective the PCSOs are against an original criteria	We will have a more meaningful set of indicators which will help measure the effectiveness of the PCSOs	30 June 2005	From existing resources	Community Safety Officer	Q1	Project completed

We aim to....	We will...	SUCCESS CRITERIA				Project Officer	Project Status	
		Where we are now...	Where we want to be...	By when...	Resources...			
							Q2	Project completed A presentation was given to the Community and Leisure Committee by the Community Safety Officer, Community Development Manager and the Police in September. Members considered that the work being undertaken by PCSOs was contributing to deterring crime in the District.
							Q3	
							Q4	
	21c. Examine whether the PCSOs, our appropriate officers and other public agency staff (of all types) who regularly visit/work in communities can provide effective Community Warden Services in the district.	We have information about the visits/work of our officers. We need to consider what our partners have.	The review results in pilot schemes which use our officers and which indicate, through consultation, that they are effective/useful to communities.	30 September 2005 Resources 28/07/05 - Target date amended to – 31 March 2006	From existing resources	Jane Elsom	Q1	Project started but target completion date will not be met

We aim to....	We will...	SUCCESS CRITERIA					
		Where we are now...	Where we want to be...	By when...	Resources...	Project Officer	Project Status
							Q2 Project started and on target Initial research undertaken and questionnaire to send to public/staff has been devised and will be sent out October/November.
							Q3
							Q4
	21d. Work with the Police and other partners to consider how to make the Police more accessible, visible and design out crime in new developments.	We have a good working relation with the Police and partners	The Citizens Panel confirm that visibility has improved	31 December 2005	From existing resources	Community Safety Officer	Q1 Project started and on target

We aim to....	We will...	SUCCESS CRITERIA				Project Officer	Project Status	
		Where we are now...	Where we want to be...	By when...	Resources...			
							Q2	Project started and on target Officers now consider Section 17 implications when making any recommendations in reports to Members. The Police Architectural Liaison Officer and Police Community Safety Officer make themselves readily available for advice.
							Q3	
							Q4	
22. Encourage local communities to take more of a role in their development and enhancement.	22a. Facilitate meeting with clusters of Town and Parish Councils and relevant local representative groups who are invited on the basis of the local issues and opportunities that need addressing.	We can prioritise which Towns, Parish Councils and relevant representative groups should be invited to initial meetings based on issues and opportunities.	More than 50% of the invited Towns, Parish Councils and relevant groups will have been present at the meetings.	31 December 2005	From existing resources	John Mitchell / Tracy Turner	Q1	Project started and on target

We aim to....	We will...	SUCCESS CRITERIA				Project Officer	Project Status	
		Where we are now...	Where we want to be...	By when...	Resources...			
							Q2	Project started and on target Regular meetings being held with Town and Parish Councils. 3 Parishes have quality status and a quality parish group has been set up in the planning service
							Q3	
							Q4	
	22b. Facilitate workshops and attend Town & Parish Council meetings to encourage them to achieve the Quality Council Award and Parish Charter	We have details of Town and Parish Councils that have shown interest in the Award/Charter	Upto 25% of the Town and Parish Councils in the district will have attended workshops	30 June 2005	From existing resources	John Mitchell	Q1	Project started and on target
							Q2	Project started and on target See 22a above
							Q3	
							Q4	

We aim to....	We will...	SUCCESS CRITERIA				Project Officer	Project Status	
		Where we are now...	Where we want to be...	By when...	Resources...			
	22c. Facilitate opportunities through workshops and meetings to encourage the development of new and sustain existing "Village Shops".	We are aware of the current number of Village Shops in the district.	We will have provided advice to those villages that want to pursue development of Village Shop /cooperative.	31 March 2005	From existing resources	Alex Stewart	Q1	Project started and on target
							Q2	Project started and on target Regular advice and guidance is provided as requested. In addition, through the work to encourage parishes to produce Parish Plans, local communities are being consulted as to the viability of local amenities such as Village Shops - see also 25b and 29a
							Q3	
							Q4	

We aim to....	We will...	SUCCESS CRITERIA				Project Officer	Project Status	
		Where we are now...	Where we want to be...	By when...	Resources...			
23. Promote use and encourage development of appropriate outdoor recreation facilities, activities and space which help to promote good health and healthy lifestyles	23a. Work with ECC developers and Parish and Town Councils to consider opportunities to improve and promote recreation activities and facilities including footpaths, play areas etc	We have information about the number and condition of existing facilities	We will have improved the existing facilities from the existing level of provision	31 March 2006	From existing resources	Sue Hayden	Q1	Project started and on target
							Q2	Project started and on target Information gathered from Parish and Town Councils on their recreational facilities. Working with Planning to visit and photograph recreational areas to advertise on a website.
							Q3	
							Q4	

We aim to....	We will...	SUCCESS CRITERIA						
		Where we are now...	Where we want to be...	By when...	Resources...	Project Officer	Project Status	
	23b. Work with appropriate partners to maintain the current geographical area of ancient woodlands in the District and ensure it is not lost to development etc	We have details of the existing woodlands in the district	We will have retained and enhanced the area and quality of woodland in the district	31 December 2007	From existing resources	John Mitchell	Q1	Project started and on target
							Q2	Project started and on target No reduction in woodland
							Q3	
							Q4	
	23c. Work with relevant partners to establish the potential to link green lanes with	We can use the information that we have on existing footpaths etc. to	We will have carried out a pilot to provide information to influence decisions	30 June 2006	From existing resources (£5k ongoing allocated in Revenue)	Gaynor Bradley	Q1	Project started and on target

We aim to....	We will...	SUCCESS CRITERIA				Project Officer	Project Status	
		Where we are now...	Where we want to be...	By when...	Resources...			
	existing long distance footpaths, way marked footpaths, bridleways and quiet country roads to make short and long circular walks. Promote these to residents and tourists.	identify potential links	about future links/routes		Budget and £20k in Capital programme via QofL Plan.		Q2 Project started and on target A set of Walks leaflets have been prepared and produced for the Thaxted area. 2 circular cycle route maps are being produced in a joint initiative with ECC, EHDC and HCC – Stansted to Much Hadham to Stansted and Stansted to Thaxted to Stansted	
							Q3 	
							Q4 	

We aim to....	We will...	SUCCESS CRITERIA					
		Where we are now...	Where we want to be...	By when...	Resources...	Project Officer	Project Status
	23d. Carry out a study to establish whether there is potential for the provision of a country park and/or study/activity centre in the district which would provide a visitor attraction and educational facility	Consultants would have to be employed to assess the potential for this project	A Feasibility Study will have been completed by the deadline	30 December 2005 Propose target date be amended to - 30th March 2006	Consultancy costs £ still to be quantified (some work can be carried out as part of the development of the Leisure & Cultural Strategy)	Roger Harborough (initially) /Sarah McLagan (watch. brief)	Q1 Project started and on target

We aim to....	We will...	SUCCESS CRITERIA				Project Officer	Project Status	
		Where we are now...	Where we want to be...	By when...	Resources...			
							Q2 Project started but target completion date will not be met Growth Area Fund Round 2 Expression of Interest submitted, but not successful. Work being undertaken to produce the Leisure and Cultural Strategy includes consideration for the potential for this facility (see 13a and 13b).	
							Q3	

We aim to....	We will...	SUCCESS CRITERIA				Project Officer	Project Status	
		Where we are now...	Where we want to be...	By when...	Resources...			
							Q4	
24. Work more effectively with Essex County Council Youth Service to improve services available for young people in Uttlesford	With Essex County Council and the Uttlesford Youth Forum, complete the Best Value Review of Young People's services in the district and develop, where appropriate, formal partnership arrangements for the improvement of those services	We have information about the level of service that we provide and access to young people to discuss their needs, concerns and views	We will have implemented the actions emerging from the BV Improvement Plan by the deadlines	31 March 2006	From existing resources	Gaynor Bradley	Q1	Project started and on target
							Q2	Project started and on target The BVR Report, costed Action Plan & recommendations were presented and approved by C&L on 7 September. Officers now to implement the action plan, together with the relevant recommendations of the new Leisure & Cultural Strategy

We aim to....	We will...	SUCCESS CRITERIA				Project Officer	Project Status	
		Where we are now...	Where we want to be...	By when...	Resources...			
							Q3	
							Q4	
25. Work effectively with farmers, rural businesses, nature conservationist, wildlife groups to protect, enhance and encourage public enjoyment of the countryside	25a. Develop and promote the Uttlesford Countryside Forum website to relevant and appropriate parties	We have 15 members of the Countryside Forum website	We will have increased the number of members of the website by 10 people	30 December 2005	From existing resources	Sarah Nicholas	Q1	Project started but target completion date unlikely to be met

We aim to....	We will...	SUCCESS CRITERIA				Project Officer	Project Status	
		Where we are now...	Where we want to be...	By when...	Resources...			
							Q2	Project started but target completion date unlikely to be met Found that Forum website had closed down due to lack of use. A new site has been created and will need to invite former and new members to join, which may delay target date
							Q3	
							Q4	
	25b. Through the Forum, consider opportunities for the Council to support the development of local Farmers Markets, new business ventures etc.	We have planning policies which encourage diversification in rural areas	We will have a sufficiently thriving rural economy to retain existing social infra structure e.g. village shops	31 December 2006	From existing resources	Alex Stewart	Q1	Project Started but target completion date unlikely to be met

We aim to....	We will...	SUCCESS CRITERIA				Project Officer	Project Status	
		Where we are now...	Where we want to be...	By when...	Resources...			
				Propose target date amended to – Project Deleted			Q2	Project started but target completion date will not be met Due to the lack of support for the Forum website – see 25a - support and development of local Farmers Markets and business ventures is now being promoted via the Parish Plan process – see 22c and 29b
							Q3	
							Q4	
26. Proactively challenge and manage potential development in the district such as Stansted Airport and large scale housing development and the	Through the Strategic Development Advisory Group consider how the Council can strengthen and enhance its position when dealing with major strategic	We have established acceptable levels of development through determination of the Local Plan	The levels of development in the district will have met the targets set out in the Local Plan	31 March 2005	From existing resources	John Mitchell	Q1	Project started and on target

We aim to....	We will...	SUCCESS CRITERIA				Project Officer	Project Status	
		Where we are now...	Where we want to be...	By when...	Resources...			
provision of affordable housing, whilst retaining and enhancing the district's social capital	issues and development			Propose target date amended to – Ongoing			Q2	Project started and on target Target dates as set out in the Local Development Scheme, which is reviewed annually in December and therefore this is an ongoing action.
							Q3	
							Q4	
27. Support Uttlesford PCT to improve and increase the local services	27a. With Uttlesford PCT conduct a fundamental appraisal of the Council's direct and indirect contribution to improving public health in Uttlesford	We have information about the direct contribution that we make to improving public health	We will be able to provide specific information about our contribution and make decisions about changes to the level of contribution	30 September 2005 Propose target date amended to – 31 December 2006	From existing resources	Alex Stewart	Q1	Project started and on target

We aim to....	We will...	SUCCESS CRITERIA				Project Officer	Project Status	
		Where we are now...	Where we want to be...	By when...	Resources...			
							Q2 Project started but target completion date will not be met. Initial talks have taken place with PCT staff to illicit where we have cross boundary working. The Council has specifically employed a Heath Promotion Officer and a joint Research and Analyst post has been advertised which will enable the identification of trends and potential realignment of resources. However, due to the imminent reorganization of PCTs, the Uttlesford PCT cannot commit resources to carrying out this appraisal to any great extent at this present time.	
							Q3	

We aim to....	We will...	SUCCESS CRITERIA				Project Officer	Project Status	
		Where we are now...	Where we want to be...	By when...	Resources...			
							Q4	
	27b. Work with Uttlesford PCT to consider a strategy and action plan for lobbying for increased local clinical services	We work closely with Uttlesford PCT to support and develop existing services	We will have met the targets set out in the action plan	31 March 2006	From existing resources	Alex Stewart	Q1	Project started and on target
							Q2	Project started and on target Work is on going in this area – further development of SW Community Hospital is being planned and the new development of an all-embracing surgery is being considered for Stansted Mountfitchet.
							Q3	
							Q4	

We aim to....	We will...	SUCCESS CRITERIA				Project Officer	Project Status	
		Where we are now...	Where we want to be...	By when...	Resources...			
28. Support the voluntary sector to work across communities and in turn, help to compliment Council services	With the key Voluntary sector representatives assess where there are gaps in service provision in the communities and formulate an action plan to address them	We need to carry out an audit of existing services to ascertain the current levels of provision and need/gaps	We will have met the targets set out in the action plan	30 September 2005	From existing resources	Alex Stewart	Q1	Project started and on target
							Q2	Project completed The Voluntary Sector has identified that the current provision of services is adequate when considering its existing funding levels but is aware that service provision could be further enhanced and new projects started were more financial assistance available. To this end, the sector is continuing to actively seek alternative funding streams.
							Q3	
							Q4	

We aim to....	We will...	SUCCESS CRITERIA				Project Officer	Project Status	
		Where we are now...	Where we want to be...	By when...	Resources...			
29. Encourage the main retail centres/significant communities in the district to consider the issues and opportunities that they face and work with them to address these	29a. Where appropriate, support the work of the Saffron Walden Initiative to implement its Healthcheck action plan	We can identify the actions that we are required to implement and support from the action plan	We will have met the targets set out in the action plan	30 September 2006	From existing resources	Sarah McLagan	Q1	Project started and on target
							Q2	Project started and on target SW Project Officer, who is employed by the Council to implement the Healthcheck action plan, is concentrating on identified priorities including the establishment of a Business Forum, Cinema, a Design Code, Town Centre improvements, Heritage Trail etc.
							Q3	
							Q4	
	29b. Work with Rural Community Council for Essex to encourage communities in the district to carry out	A number of Health checks/village appraisals/parish plans have been carried out to date	The number of health checks/village appraisals/parish plans carried out will have increased	30 September 2006	From existing resources	John Mitchell /Alex	Q1	Project started and on target

We aim to....	We will...	SUCCESS CRITERIA					
		Where we are now...	Where we want to be...	By when...	Resources...	Project Officer	Project Status
	Health checks/village appraisals//parish plans						Q2 Project started and on target £10, 000 has been set aside from the Council's Planning Delivery Grant for village appraisals. To date three applications have been received to undertake the process and the RCCE are actively promoting the opportunities that could arise from having undertaken an appraisal.
							Q3
							Q4
	29c. Encourage and support/promote potential and existing business forums	We can ask existing Business Forums in the district what level of support they	The Business Forums confirm the effectiveness of Council's support and	31 March 2007	From Economic Development resources	Roger Harbor ough	Q1 Project started and on target

We aim to....	We will...	SUCCESS CRITERIA				Project Officer	Project Status	
		Where we are now...	Where we want to be...	By when...	Resources...			
		require	promotion				Q2	Project started and on target Public participation on involvement options completed. Statement of Community involvement submitted to SoS. Regulation 26 publicity completed. Preparations for formal examination of objections received are well advanced
							Q3	
							Q4	

THEME: COMMUNICATION (Aims 30-31)

LEAD MEMBER:

LEAD OFFICER:
Executive Manager (CG)

Increasing our ability as an organisation to deliver all of the above by effective two way communication between UDC as a whole, members, managers, staff, partners, stakeholders and government at all levels

We aim to....	We will...	SUCCESS CRITERIA				Project Officer	Project Status	
		Where we are now...	Where we want to be...	By when...	Resources...			
30. Communicate and consult effectively with visitors, residents and businesses in the district about services/service development, needs and concerns	30a. Develop a new Communications and Consultation Strategy and an action plan to deliver that includes details on how we will market and promote our assets and heritage and how we will engage and consult effectively, including with hard to reach groups, on major issues, service delivery etc	Our existing strategy does not reflect the Council's ambition to promote itself and its assets or communicate effectively	We will have an action plan to deliver the strategy	31 March 2006 Propose target date be amended to - 30th September 2006	From existing resources (£20k committed via QofL Plan)	Tracy Turner	Q1	Project started and on target

We aim to....	We will...	SUCCESS CRITERIA				Project Officer	Project Status	
		Where we are now...	Where we want to be...	By when...	Resources...			
							Q2 Project started but target completion date will not be met Some initial work carried out on the Communications and Consultation Strategy. However, this work is unlikely to be completed until the Best Value Review is carried out and this will not start until the new year.	
							Q3 	
							Q4 	

We aim to....	We will...	SUCCESS CRITERIA				Project Officer	Project Status	
		Where we are now...	Where we want to be...	By when...	Resources...			
	30b. Consult on the effectiveness of our web site and those of participating Parish Councils and improve them accordingly.	We have details of the number of hits and feedback on the site	We will have increased the number of hits by 5% and can measure satisfaction levels	30 September 2005 Propose target date be amended to – 31st December 2005	From existing resources	Tracy Turner	Q1	Project started and on target
					Q2		Project started but target completion date will not be met Website consultation work will take place via a website questionnaire in the next quarter.	
					Q3			
					Q4			

We aim to....	We will...	SUCCESS CRITERIA				Project Officer	Project Status	
		Where we are now...	Where we want to be...	By when...	Resources...			
	30c. Develop an email mailing list of people and partner organisations across the District with whom we provide information	We do not have an email mailing list	We will have increased the number of people introducing an email mailing list and increase this number year on year	30 June 2005 Resources 28/07/05 – Target date amended to – 31 December 2005	From existing resources	Adrian Webb	Q1	Project started but target completion date will not met
							Q2	Project started and on target Database has been built and staff are being consulted on its appropriateness.
							Q3	
							Q4	

We aim to....	We will...	SUCCESS CRITERIA				Project Officer	Project Status	
		Where we are now...	Where we want to be...	By when...	Resources...			
31. Enable the general public, including Hard-to-Reach groups, to play a greater role in the development of key Council policies and plans including, Housing Strategy, Community Plan and development plan documents	Carry out a review of existing public involvement and develop an action plan to introduce wider public involvement to meet the required standard for development plan documents	We have details of existing public involvement in key Council decisions	We will have met the targets in the action plan to engage the public in decision making	31 December 2005	From existing resources	Roger Harborough /Tracy Turner	Q1	Project started and on target

We aim to....	We will...	SUCCESS CRITERIA				Project Officer	Project Status	
		Where we are now...	Where we want to be...	By when...	Resources...			
							Q2 Project started and on target Public participation in community involvement options completed. Statement of Community Involvement submitted to SoS. Reg 26 publicity completed. Preparations for formal examination of objections received (by written representations) well advanced.	
							Q3	
							Q4	