

Corporate Plan Delivery Plan 2020/21

Vision: Making Uttlesford the best place to live, work and play

Theme: Putting Residents First					
We Will:	Activities	Outputs/Milestones	Resources	Lead CM/ Officer	Changes due to Covid-19
1. Be a council that listens to and acts for residents					
a. Increase the voice and influence of residents in planning and other Council matters	Receive Planning Advisory Service review of major planning applications process Complete Scrutiny review of Planning Obligations and Conditions	PAS final report to Scrutiny by June 2020 Planning Obligations final report to Scrutiny May 2020	Within existing resources	Portfolio Holder for Planning and Local Plan/Assistant Director of Planning	This work will continue within existing resources, recognising the limitations on officer resources
b. Administer public consultations that are effective, accessible, timely and high quality	Refresh Consultation Strategy Strengthen demonstrable outcomes and actions from consultations	Adopted revised strategy 2020/21	Within existing resources Or £10,000 for external consultation review and strategy	Portfolio Holder for Council and Public Services/Assistant Director of Corporate Services	The work on a new strategy will be paused due to competing resources. Consultations will continue within the constraints of government guidance on social distancing, etc.
c. Increase the reach of the Youth Council	Further support the Youth Council to participate and engage in a range of activities that enable their voice to be heard	Greater participation of young people in the democratic process	Within existing resources	Portfolio Holder for Youth and Health/ Assistant Director of Housing, Health and Communities	This work will focus on those not yet engaged with the youth council within existing resources, recognising the limitations on officer resources and within the

					constraints of government guidance on social distancing, etc.
d. Improve the council's use of the web and social media to increase communication with residents	<p>Develop and implement campaign plan</p> <p>Develop social media reach and reporting of engagement measures to better target key audiences</p> <p>Explore website functionality software options</p> <p>Reinstall a Livechat facility on council website</p>	<p>At least three campaigns delivered in 2020/21</p> <p>Increase in social media engagement with public</p> <p>Installation of additional software to improve the website user experience</p> <p>Procurement of appropriate programme</p>	<p>Within existing resources</p> <p>Within existing resources</p> <p>£5,000 ongoing maintenance</p> <p>£2,500 to £6,000 pa</p>	Portfolio Holder for Council and Public Services/Assistant Director of Corporate Services	The work on a new campaign plan will be paused due to competing resources
e. Actively and positively engage with and listen to our town and parish councils	<p>Continue to promote and develop liaison with town and parish councils through regular meetings of the Local Councils Liaison Forum</p> <p>Ensure that engagement with town and parish councils forms a key part of the council's approach to community engagement and consultation (link to Active Place-maker for our Towns</p>	<p>Regular meetings of the Local Councils Liaison Forum take place</p> <p>Feedback is sought from town and parish councils regarding the utility and potential development of the Forum.</p> <p>Effective guidance available regarding good practice in engaging with town and parish councils.</p> <p>Town and parish councils are actively and positively</p>	<p>Within existing resources</p> <p>Will need to be priced within individual engagement and consultation. Routine engagement etc. should be met from existing resources.</p>	Leader/Portfolio Holder for Communities/Chief Executive	This work will continue within existing resources, recognising the limitations on officer resources.

	and Villages 3 (b) relating to pre-app process)	engaged with and consulted on local matters.			
f. Support town and parish councils to better represent their communities	Promote awareness through the Local Councils Liaison Forum of “good practice” support available through the Essex Association of Local Councils (EALC), especially its Chartermark scheme.	Information is provided to town and parish councils about support available through EALC through the Forum.	Within existing resources	Leader/Portfolio Holder for Communities/Chief Executive	<i>This work will continue within existing resources, recognising the limitations on officer resources</i>
2. Deliver local government with outstanding levels of transparency and accountability					
a. Implement a corporate change programme to increase accountability, transparency and democracy at the Council	<p>Complete work of Governance Working Group to review current and possible future governance structure</p> <p>Planning Committee working group to review arrangements for start time and/or geographical location of applications (north committee/south committee)</p> <p>Review Equalities Policy</p>	<p>Recommendations adopted by Council in 2020/21, with implementation of revised model in 2021/22</p> <p>Review completed and agreed recommendations adopted</p> <p>Revised policy adopted</p>	Within existing resources	<p>Leader/Chief Executive</p> <p>Portfolio Holder for Planning and Local Plan/Assistant Director of Planning</p> <p>Portfolio Holder for Communities/ Assistant Director of Housing, Health and Communities</p>	<p><i>This action falls to the working group of council and the way forward will be reviewed at their next meeting</i></p> <p><i>This work on changes to the planning committee will be paused due to all meetings taking place remotely.</i></p> <p><i>The work on the equalities policy has been paused due to competing demands.</i></p>

b. Seek external review of and recognition for positive change achieved by the Council	East of England Local Government Association (EELGA) to review the strategy around Local Plan Planning Advisory Service reviewing the process of major planning applications	Action plans to be developed once the outcomes of the reviews have been received	Within existing resources	Portfolio Holder for Planning and Local Plan/Assistant Director of Planning	This work will continue within existing resources, recognising the limitations on officer resources
c. Deliver a comprehensive continuing member development programme	Development and delivery of a full training programme for members in 2020/21 and in subsequent years	Delivery of training to members in accordance with the programme.	Already provided for in base budget and augmented by a carry forward from 2019/20.	Leader/Assistant Director of Legal and Governance	This work will continue within existing resources, recognising the limitations on officer resources, albeit remotely
3. Be responsible with your money and mitigate the impact of government cuts					
a. Be a self-sufficient Council that generates its own resources from local taxation (Business Rates and Council Tax) and commercial investments thereby removing the reliance on Central Government grants	To actively source commercial investments to support the council revenue streams Encourage new businesses to the area and provide incentives to current businesses to remain. To ensure that residential properties are registered and correctly included in the tax base	Increased revenue income Increased income generated from local business rates and increases in the tax base	Within existing resources	Leader/ Director of Finance and Corporate Services/Assistant Director of IT, Facilities and Assets Portfolio Holder for Finance and Budget/Assistant Director of Resources/Assistant Director of Planning	This work will continue within existing resources, recognising the limitations on officer resources

b. Deliver cost-effective and efficient services that live within the Council's means	A balanced budget has been set for 2020/21	Budget monitoring and performance indicators reports presented on a quarterly basis	Within existing resources	Portfolio Holder for Finance and Budget/Assistant Director of Resources Portfolio Holder for Council and Public Services/Assistant Director of Corporate Services	This work will continue within existing resources, recognising the limitations on officer resources
c. Constantly seek to improve the quality of contracted out services	To actively manage contracts with suppliers	Ensure the level of contractual obligations are delivered	Within existing resources	Portfolio Holder for Council and Public Services/CMT	This work will continue within existing resources, recognising the limitations on officer resources
d. Apply for all relevant grants	To identify and bid for all appropriate grants available to the Council	Successful application of submitted bids	Within existing resources	Portfolio Holder for Finance and Budget/Assistant Director of Resources	This work will continue within existing resources, recognising the limitations on officer resources
e. Set a Medium Term Financial Strategy (MTFS) to fund council services by a prudent mix of investment, services and tax income, while maintaining adequate reserves	Medium Term Financial Strategy, Commercial Strategy and Reserves Strategy set and approved in February 2020	Budget monitoring reports presented on a quarterly basis Successful external audit of accounts gaining a unqualified opinion and a positive statement of use of resources	Within existing resources	Portfolio Holder for Finance and Budget/Assistant Director of Resources	This work will continue within existing resources, recognising the limitations on officer resources

f. Follow best-practices for investment risk management and board composition	Commercial Strategy set and approved in February 2020 Investment Board has been created and external independent member to chair the board	Quarterly meetings	Within existing resources	Leader/Director of Finance and Corporate Services/Assistant Director of ICT and Facilities	This work will continue within existing resources, recognising the limitations on officer resources
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