

## Corporate Plan Delivery Plan 2020/21 final draft 070920

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

<b><i>Theme: Putting Residents First</i></b>					
<b>We Will:</b>	<b>Activities</b>	<b>Outputs/Milestones</b>	<b>Resources</b>	<b>Lead CM/ Officer</b>	<b>Changes due to Covid-19</b>
<b><i>1. Be a council that listens to and acts for residents</i></b>					
<i>a. Increase the voice and influence of residents in planning and other Council matters</i>	Review the Scrutiny Committee's findings regarding major planning applications and planning obligations	PAS final report to Scrutiny by Dec 2020  Planning Obligations final report to Scrutiny March 2021	Within existing resources	Portfolio Holder for Planning and Local Plan/Assistant Director of Planning	No further changes identified subject to general caveat
<i>b. Administer public consultations that are effective, accessible, timely and high quality</i>			BAU: Continuous improvement, within existing resources	Portfolio Holder for Council and Public Services/Assistant Director of Corporate Services	Consultations will continue within the constraints of government guidance on social distancing, etc.
<i>c. Increase the reach of the Youth Council</i>	Support the Youth Council to participate and engage in a range of activities that enable their voice to be heard and encourage wider membership across all sectors of the community.	Greater participation of young people in the democratic process	Within existing resources	Portfolio Holder for Communities/ Assistant Director of Housing, Health and Communities	Within the constraints of government guidance on social distancing, etc.

<p><i>d. Improve the council's use of the web and social media to increase communication with residents</i></p>	<p>To provide enhanced customer contact opportunities including self-service facilities at remote site and extended opening hours through the introduction of 'live chat'</p>	<p>Procurement of appropriate live chat programme by end December 2020. Public launch of live chat facility by end February 2021</p> <p>Self-service facilities to be established as part of the re-opening of Council services at remote sites</p>	<p>£30,000 - mix of technology and human resource</p>	<p>Portfolio Holder for Council and Public Services/Assistant Director of Corporate Services</p>	<p>No further changes identified subject to general caveat</p>
<p><i>e. Actively and positively engage with and listen to our town and parish councils</i></p>	<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 and Villages 3 (b) relating to pre-app process)</p>	<p>Regular meetings of the Local Councils Liaison Forum take place. 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. Town and parish councils are actively and positively engaged with and consulted on local matters.</p>	<p>Within existing resources</p>	<p>Portfolio Holder for Communities, /Chief Executive</p>	<p>Within the constraints of government guidance on social distancing, etc.</p>

<p><i>f. Support town and parish councils to better represent their communities</i></p>	<p>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.</p>	<p>Information provided to town and parish councils about support available through EALC through the Forum.</p>	<p>Within existing resources</p>	<p>Portfolio Holder for Communities/Chief Executive</p>	<p>Within the constraints of government guidance on social distancing, etc.</p>
<p><b>2. Deliver local government with outstanding levels of transparency and accountability</b></p>					
<p><i>a. Implement a corporate change programme to increase accountability, transparency and democracy at the Council</i></p>	<p>Complete work of Governance Working Group to review current and possible future governance structure</p> <p>Participate in the Essex wide discussion on Local Government Reorganisation and Devolution</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><i>This action falls to the working group of council; any actions arising for Cabinet will be detailed at the appropriate time</i></p> <p>Agreement on the future shape of local government within Essex, ahead of a proposal submission to Government</p> <p>Review completed and agreed recommendations adopted</p> <p>Revised policy adopted by October 2020</p> <p>Full training programme</p>	<p>£50,000 for dedicated/external resources</p>	<p>Leader/Chief Executive</p> <p>Portfolio Holder for Planning and Local Plan/Assistant Director of Planning</p> <p>Portfolio Holder for Environment and Green Issues; Equalities / Assistant Director of</p>	<p>This work on changes to the planning committee will be paused due to all meetings taking place remotely.</p> <p>Having been paused completely, there are no further identified changes, subject to general caveat</p>

		for members and officers completed by Dec 20  Listening events completed by January 2021		Housing, Health and Communities	
<i>b. Seek external review of and recognition for positive change achieved by the Council</i>	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	No further changes identified subject to general caveat
<i>c. Deliver a comprehensive continuing member development programme</i>			BAU: opportunities for further development are being identified ad hoc until a planned approach can be resumed, within existing resources	Leader/Assistant Director of Legal and Governance	No further changes identified subject to general caveat
<b>3. Be responsible with your money and mitigate the impact of government cuts</b>					
<i>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</i>	To actively source commercial investments to support the council revenue streams	5 new investments generating £2.4 million in 2020/21	Within existing resources	Portfolio holder for the Economy and Investment/ Director of Finance and Corporate Services/Assistant Director of IT, Facilities and Assets	No further changes identified subject to general caveat

<i>grants</i>					
<i>b. Deliver cost-effective and efficient services that live within the Council's means</i>	Achieve a balanced outturn in light of the reduced revenue and additional costs	Budget monitoring and performance indicators reports presented on a quarterly basis	Within existing resources	Portfolio Holder for Finance and Budget/Assistant Director of Resources	No further changes identified subject to general caveat
<i>c. Constantly seek to improve the quality of contracted out services</i>			BAU: Contract monitoring is used to assure service quality, within existing resources	Portfolio Holder for Council and Public Services/CMT	
<i>d. Apply for all relevant grants</i>			BAU: grant applications are made regularly subject to the criteria, work required and likelihood of success, within existing resources	Portfolio Holder for Finance and Budget/Assistant Director of Resources	
<i>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</i>	Produce a revised MTFS to reflect the in-year investments	Revised MTFS presented to Council in Autumn 2020  Medium Term Financial Strategy, Commercial Strategy and Reserves Strategy set and approved in February 2021  New reserves established reflecting the in-year changes in financial	Within existing resources and utilising new investment income for 20/21	Portfolio Holder for Finance and Budget/Assistant Director of Resources	No further changes identified subject to general caveat

		position			
<i>f. Follow best-practices for investment risk management and board composition</i>			BAU: Improved governance is embedded, within existing resources	Portfolio holder for the Economy and Investment /Director of Finance and Corporate Services/Assistant Director of ICT and Facilities	