

# Corporate Plan



# 2008

East Cambridgeshire District Council

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THROUGHOUT THIS DOCUMENT, YOU WILL FIND *RED ITALIC TEXT*. THIS INDICATES THAT A WORD OR PHRASE IS EXPLAINED MORE FULLY IN THE GLOSSARY OF TERMS.

# Foreword

By the Leader of the Council, Cllr. Fred Brown



East Cambridgeshire is one of the fastest growing districts in the whole country. More and more people are being drawn here to live and work because they realise the huge benefits of coming to this area. In simple terms, the vast majority of people who come to East Cambridgeshire do so to get a better quality of life.

This obviously has huge benefits for the District - and ultimately the region - with more and more skills, talents and wealth moving here. However it also creates challenges for us as a local authority as we strive to deliver excellent services on a very tight budget.

That is why this year we have introduced three corporate objectives to focus our efforts.

We want to ensure the authority provides services that meet the needs of everyone in the District. We want to offer high quality services that protect, enhance and develop people's quality of life. This may seem obvious but it is something we must constantly strive to meet, it is important that we offer real value for money and make sure our resources go towards making people's lives better.

We must also focus on working in partnership with other groups and organisations to create a better East Cambridgeshire. The time has long gone when local authorities could go it alone to deliver change. We have all come to realise that communities can be best served by working with the people who are experts in their field. Whether this is the police, parish councils or community groups, by working together we can achieve so much more than on our own.

Finally, we want to manage the growth that is coming to East Cambridgeshire. The last few years have seen tremendous change that has affected all of us, but no one should be under any illusion that it has finished or is going to go away. That is why we want to actively manage growth that will benefit all of us and provide the facilities and services for the whole of the community for the next 10 years, and beyond.

These objectives are designed to help the Council work harder and smarter on behalf of all the communities in East Cambridgeshire to create a district we can all be proud of.



# Introduction

## The Character of East Cambridgeshire

The population of the district is centred in the three market towns of Ely, Littleport and Soham, with 45% of the population living in these places. Mostly rural in nature, the landscape is dominated by agriculture. The landscape of the district features classic “fenland” landscape in the north, giving way in the south to rolling chalkland, centred around Newmarket which, although in Suffolk, is almost entirely encircled by the district.

Despite having a relatively small population – estimated to be 76,400 in mid 2006<sup>1</sup> - East Cambridgeshire remains one of the fastest growing shire districts in the country. By 2021, the district is expected to have a population of 81,300<sup>2</sup> – a growth of over 6% in 15 years. Growth between 2001 and 2021 is estimated at almost 15%.

The quality of life enjoyed by residents of the district is very good. The 2006 *Quality of Life Survey* found that four out of five residents were happy with their neighbourhood as a place to live, and a recent national survey ranked the district in the top 10 best places to live in the UK. While the district is also generally prosperous, there are some parishes that suffer from poor access to services, the decline in traditional industries and limited public transport provision. The Council is keen to ensure that the benefits that come with growth are used to improve the quality of life for all the residents of the district, and not just those in the growing areas.

Compared to regional and national averages, East Cambridgeshire fares well in economic terms. Unemployment is lower than average, while economic activity is higher than average. However, a high proportion of residents commute outside the district to work. Conversely, a higher than average proportion of the population has no formal qualifications, and it is a high priority to ensure that this section of the workforce becomes sufficiently skilled to benefit from future employment growth.

The viability and long-term economic health of the market towns is a high priority for the Council and all its partners.

In May 2007, a new Council was elected to serve the district of East Cambridgeshire. The purpose of this document is to clearly communicate what the aims and objectives of the Council are.

## The Council's Ambitions

In February 2008, the Council agreed a revised set of Corporate Objectives, which describe the priority areas of work for the Council until 2011. These objectives build on the existing corporate objectives and re-state the importance of managing growth, working in partnership and delivering high quality services. These corporate objectives have been informed by consultation carried out by the Council on service priorities, and consultation carried out by the *East Cambridgeshire Strategic Partnership* to develop the recently published *Sustainable Community Strategy*.

<sup>1</sup> Cambridgeshire County Council, Research Group; Mid Year Population Estimates 2006

<sup>2</sup> Cambridgeshire County Council, Research Group; Local Authority Mid 2005 Based Population Forecasts

The Council believes that an overall statement of what it stands for will help partners and citizens alike understand its aims and objectives better. Consequently, the Council has also developed a simple “*vision*” statement that captures the spirit of its aims and objectives:

**“Working for the wellbeing of the community, with partners, to plan and deliver high quality, customer centred services”**

## The Council’s Priorities

The Council sets clear priorities for improvement through the *service planning process* and these priorities clearly underpin the ambitions set out in the corporate objectives. Such priorities are determined by consultation with all sections of the community, and the extensive use of research that is used to develop Council policies.

These priorities are translated into actions in *Service Plans*, which link the corporate objectives to actions on the ground. This link is like a golden thread that runs through the *service planning process* and ensures that the Council’s ambitions are communicated and acted upon all the way through the organisation. Staff surveys show that a high proportion of staff understand the Council’s Corporate Objectives and know how their work fits in with them. This ownership of priorities is key to the implementation of the corporate objectives and priorities of the Council.

It is necessary to review the Corporate Objectives on a regular basis in order to ensure that the Council is still focused on important local issues, and that the Council’s work reflects the concerns of the residents of the district.

To properly articulate the Council’s aims, the Corporate Objectives need to take account not only of the key local issues, but also of a wider picture that includes work in partnership with other organisations. In reality most organisations that operate within the district are facing similar issues, so taking account of this partnership work generally reinforces the Council’s focus, rather than diverting it.

Many of the priorities described in this document are linked to one another and the work carried out to meet any of the priorities will also have a beneficial impact in other areas.



# Corporate Objective 1

“ To champion accessible public services to protect and enhance a high quality of life for all residents and ensuring effective and efficient use of resources ”



The Council is committed to delivering services that represent good value for money and are suited to the needs of the community. Part of this commitment will be achieved by developing contact with the general public, so that the Council is closer to the opinions that matter. This objective is at the core of the Council's ambition, and examples of how the Council intends to develop services appear throughout this Corporate Plan. At the same time, however, the Council understands that financial control is important, and is committed to maintaining a manageable level of Council Tax in the district and reaching demanding efficiency targets set by central government.

## Effective Communication

The promotion of services to the public and the clear communication of the Council's aims and objectives are vital to ensuring that the Council achieves its plans.

Since September 2006, the Council has been working in partnership with the County Council to deliver an improved Press and Public Relations service, offering greater flexibility to the Council and better value for money. Since this arrangement has been put in place, significant improvements have taken place, and the Council has recently agreed that the arrangement should continue for a further 3 years.

The Council has also recently launched its Consultation Register, where local interest groups and individuals can register to be consulted on specific issues that arise in the district, particularly where Council policies or services are affected. Since its launch in December 2007, the Consultation Register has attracted 54 participants, who will be invited to provide feedback on new Council policies, according to their areas of interest.

## Customer Care

The last *Comprehensive Performance Assessment* inspection for East Cambridgeshire, carried out in 2004, highlighted that overall public satisfaction with the Council was low. There was a clear need to meet this challenge by focusing on improving Customer Service.

Clear progress has been made but the Council understands that a lot more work is needed and that we should strive to improve Customer Service continuously. We have started to

move towards a more customer focused approach through projects such as the introduction of a Council-wide *Customer Relationship Management* system (CRM), a new Customer Services Contact Centre, a redesigned reception area at the Grange for Customers visiting the Council in person, and the development of a Customer Care Training Programme for all staff in the Council.



A newly developed Customer Service Strategy shows how we intend to improve customer service over the next 3-5 years

## Stable Finances and Affordable Services

The Council has made a commitment to maintain Council Tax at or below the *Retail Price Index*, allowing services to be planned within a consistent and transparent framework, and ensuring that Council Tax increases remain manageable. The *Audit Commission* states that “overall costs of services remain below average compared with other similar councils and average council tax levels are among the lowest in the comparator group”.

The Council makes very good use of the resources that are available and has been praised by the *Audit Commission* for achieving “significantly in excess of its targeted level of efficiency savings”. In 2007/08, the Council targeted a cash efficiency saving of £286,000 – a 3.1% saving compared to 2006/07. When final figures are available, this looks set to be exceeded. For 2008/09, the Council has targeted a similar level of cash saving.

Any additional cash efficiency savings are directed to priority areas of work, ensuring that money is allocated first to “front-line” services that directly affect the citizens, visitors and workers of the district, such as retaining weekly collection of residual waste, enhanced recycling services, homelessness prevention, community safety and the implementation of the *Customer Relationship Management* system.

The Council is also a member of the *Anglia Revenues Partnership*, delivering Council Tax and benefits administration services on behalf of the Council, and providing significant savings over Council based delivery of these services. Following the success of this service, the Council is examining the potential for further shared services to provide additional efficiency savings, having attracted external funding to finance the preparation of a business case.

## Attractive and Healthy Environment

The natural environment is an important resource and provides many benefits to residents, visitors and workers alike and is an important element in determining whether people enjoy a good quality of life.

The rapid growth of the district has increased pressure on the “green infrastructure” - particularly parks and accessible open spaces, play provision and outdoor recreation - where shortfalls have been identified. For example, parts of the district have an area of 1.5 hectares of “strategic” open space per 1,000 population, when the national recommendation is for 2.5 hectares.

In response to this shortfall, the Council is developing *better play* facilities and extending youth provision through the *Better Play* programme of the *Big Lottery Fund*. Investment in new play facilities is underway, with particular focus on rural areas without existing access to play facilities, and the development of a mobile play development scheme.

The Council is placing significant focus on the future provision of green infrastructure with two areas of potential investment identified. The expansion of Wicken Fen will see a new green corridor linking the nature reserve with Cambridge and the villages in the south of this district, enhancing cycling and walking opportunities. Ambitious proposals for an Ely Country Park are currently being examined by an all-party *Working Party* and the project has already secured significant funding.



## Sport and Leisure Facilities for All

Sport and physical activity plays a crucial part in supporting wider government agendas like health, crime reduction and social inclusion. It teaches young people about self-respect and teamwork and it helps adults stay fit and healthy. Sport adds to the economy and builds stronger, safer communities.

The Council has developed the East Cambridgeshire Community Sport Network (EC Sport). The Network is a partnership that includes a range of local service providers committed to developing a coordinated local approach and is dedicated to improve sport and physical activity in the district. This partnership has created a Sport & Physical Activity Strategy & Action Plan that is key in improving and maintaining sporting opportunities for the whole population, improving health, wellbeing and *community cohesion* in the process.

Members and officers have worked together for the past 18 months to develop a *vision* for leisure provision across the district. Working with Strategic Leisure – a private sector leisure planning company - the Council has developed an action plan for the development of a multi-use leisure centre in Ely by 2011, to serve the whole district. Over the next 12 months, a development brief for the preferred site will be prepared to gain outline planning permission, and to attract private sector investment.

## Minimising Waste

The challenge facing all Councils is to reduce the amount of waste sent to landfill.

The targets set in the 1999 Landfill Directive require local authorities to reduce the amount of bio-degradable waste sent to landfill to 75%, 50% and 35% of 1995 levels by 2010, 2013 and 2021 respectively. Where local authorities do not introduce initiatives encouraging residents to minimise waste and reduce what is sent to landfill, fines can be imposed through the Landfill Allowance Trading Scheme.



In addition to reaching these targets, waste minimisation also helps to reduce the carbon footprint of households in the district.

The council have increased the number of recycling facilities provided throughout the district, and have recently introduced kerbside plastics collection in addition to the existing glass, cans and paper collection. This has reduced the amount of “residual” waste being placed in black refuse sacks.

Over the past few years the council’s recycling rate has risen from 14% in 2002/03 to 36% 2007/08. This is good, but there still needs to be a drive to encourage greater separation of recycled materials from residual waste. The council are committed to encouraging residents to reduce the amount of green waste placed out for collection by promoting the use and benefits of home composting.

## Corporate Objective 2

“*To work with our partners to deliver continuous improvement through effective challenge and learning and achieve the development of an informed, involved and united community*”



The Council has a long tradition of working in partnership to deliver services. The Council recognises that working with partner organisations has the potential to provide better and more sustainable services. The Leader of the Council ensures that the authority plays an important role in the delivery of the *Local Area Agreement* and the “*Cambridgeshire Vision*”. In addition, the recently published *Sustainable Community Strategy* describes the aims and objectives of the *East Cambridgeshire Strategic Partnership* – the most important local partnership and one in which the Council is heavily involved.

The Council has also recently launched a joint initiative with Cambridgeshire Constabulary, the County and parish councils of the district to operate five “neighbourhood panels” across the district. The Panels – made up of elected members from all three tiers of local government in the district – consider the local issues that face service providers in the district and then prioritise which issues need to be acted upon. Members of the public are welcomed to Neighbourhood Panel meetings, and have an opportunity to highlight their own important local issues, which may then be prioritised. The Council is committed to this approach and has funded the appointment of a part-time post to ensure that the Panels are properly run.

## Local Voice for Essential Services

The Council has established a new External Partnerships Review Committee to scrutinise service delivery in the district. The Committee will examine services that are delivered by public service providers or partnerships in the district, with the intention of representing the concerns of residents, particularly where changes to services are proposed. The Council has carried out an assessment of the partnerships in which it is involved and drawn up a work programme for this committee based on the levels of risk associated with service delivery through each partnership. The Council will be able to use this committee to further develop the relationships that it has with partner organisations, and to ensure that important issues which affect the public are properly discussed in public, ensuring that action is taken where necessary to address these issues.

## Supporting Smaller Rural Communities

East Cambridgeshire is a largely rural district, and services are concentrated within the three market towns. Although the area is quite prosperous, there are members of rural communities who are isolated because of a lack of local facilities and poor public transport links to access facilities elsewhere. Access to facilities is a particular problem in the smaller villages, where there is insufficient population to support local shops and services and the population is heavily dependant upon cars for travel.

The Council will work with partners to develop mechanisms such as Neighbourhood Panels and *Parish Plans* to encourage communities to influence local decision making and promote a sense of pride in all the communities of the district. This includes ensuring that the smaller communities have an equal say in decisions that affect their locality.

## Safer Communities

East Cambridgeshire is a very safe place to live and work, with rates of crime and anti-social behaviour lower than many similar areas. The Council is a key member of the *Crime and Disorder Reduction Partnership* (CDRP) and, working with partners, aims to target areas of concern that are identified through the *Community Safety Plan*, the *Sustainable Community Strategy*, or are raised through the Neighbourhood Panels across the district. The Council is already involved in a number of well-established projects, such as the Ely and Soham *CCTV* scheme and the *Graffiti Removal Service*, and plays an active part in the management of partnership projects developed by the CDRP.

# Corporate Objective 3

“ As one of the fastest growing districts in the country, we aim to stimulate and properly manage the social, economic and environmental impact of growth to meet the needs and aspirations of the whole community ”



Rapid growth is probably the largest single issue facing the Council. Recognising that while growth can bring benefits, there are also disadvantages, the Council wishes to ensure that it plays a full part in managing the growth in a way that will have lasting benefit for the district. It is also clear that any benefits that come from growth should be shared across the district, so that residents, visitors and workers have access to facilities and services wherever they are.

The Council works closely with partner organisations that are in a position to influence growth, to ensure that the district also enjoys the benefits of growth at a County, or regional level

## Sustainable Developments



The forecast population and housing growth for the district places pressure on the natural environment, existing physical infrastructure (roads, drainage, etc.) and social infrastructure (provision of GPs surgeries, schools, etc.). It is the Council's aim to manage the impact of this growth effectively through the development of the *Local Development Framework (LDF)*, focused "masterplans" for the market towns and working through the Local Strategic Partnership to deliver the *Sustainable Community Strategy*.

The *LDF* will establish the framework for the growth of the district up to the year 2025 - setting out where, when and how much development will take place. The *LDF* will seek to manage growth in the most sustainable way for the future, ensuring that development is properly planned for and is supported by appropriate services and infrastructure. Policies in the *LDF* will also seek to ensure that the unique character and environment of the district is protected, and that we respond to challenges such as the need for affordable housing, providing a better range of employment opportunities, regenerating our town centres, tackling high levels of out-commuting, and addressing threats from flood risk and climate change.

Work on the production of the *LDF* has been taking place over the last 3 years, and we have spent time consulting the public and stakeholders on the issues that need to be addressed, taking account of community views, commissioning expert studies, and considering existing evidence. All of the policies and proposals in the *LDF* have also been thoroughly assessed in terms of their 'sustainability' (their likely social, environmental and economic effects), and the best possible options selected.

The Council intends to use the 'masterplanning' approach in each of the market towns to help draw together consideration of the various growth components such as housing, retail provision, economic development, community facilities and services and environmental conservation, seeking to develop a co-ordinated, balanced and sustainable planning approach for the future sustainability of each of these communities. The Council has already secured £650,000 of Housing Growth Fund to facilitate sustainable development.

## Encourage Local Employment

There is a need to balance the current rapid and predicted future population growth of the district with the development of local employment in order to create a more sustainable community.

There are currently 27,000 jobs in the District for a working population of 47,500, which gives the district one of the lowest “jobs density” ratios in the East of England (ranked 45th out of 48). This means that there are insufficient local opportunities to satisfy the employment needs of the population.



A high proportion of residents therefore commute outside the district to work (over 45%, according to the 2001 Census, but as much as 74% in particular areas of new housing development). Typically, these residents are well qualified – the Ely commuter survey of January 2007 found that 60% of out commuters had a degree level qualification – and therefore could provide a significant resource to businesses within the district.

The District has undergone and will continue to be affected by significant changes to the jobs market, influenced by the dynamic expansion of the Cambridge “sub-region”. A growing proportion of *knowledge-based businesses* now complement the existing range of agricultural, manufacturing and distribution companies already well established in the area.

Through its Economic Development Strategy, the Council aims to market the district as a business location, increasing business growth, and promoting the skills and qualifications of the resident population to investors to support this growth.

## Meeting Housing Need

The Council has ensured that the continuing growth of the private housing sector has brought forward a substantial number of *affordable units*. This has resulted in the Council’s target of delivering 150 *affordable units* per year being exceeded for the past 3 years (219 in 2005/06, 190 in 2006/07 and 220 in 2007/08). In preparation for a shift in development emphasis towards new growth centres in the County (north Cambridge and Northstowe, for example), the Council is working with partners to identify alternative ways of building affordable homes in smaller villages and the market towns. Through its involvement in the *Rural Excellence Programme*, the Council has begun to examine the potential of *Community Land Trusts* to deliver suitable development land for affordable housing in rural villages.

The housing market slowdown will affect the delivery of further affordable and market housing, and there remains a deficit in affordable housing in the district. While the economic climate may be challenging, the Council will continue to work with housing associations to develop small schemes on rural exception sites.

## Vibrant Retail Development

With 42% of the District's expenditure on comparison goods (clothes, consumer goods, home improvement products) being spent in the greater Cambridge area rather than locally, a key objective is to invest in the District's town centres, in order to maintain their attractiveness as shopping centres and seek to retain this expenditure in the District.

Research carried out during the preparation of the current Economic Development Strategy indicates that the issues facing the three market towns of Ely, Soham and Littleport differ.

Ely, with a wide catchment area and as the dominant market town in the district, is now beginning to attract the attention of more major national retailers. A major concern for the Council is how best to accommodate the demand for the new retail growth needed in Ely. Space for retail growth in Ely is restricted, but locations need to be found which will not adversely impact on the unique historic character of the City, nor harm the vitality of the existing shopping centre. The Council has improved access to Ely city centre through the construction of a commuter car park near the railway station and changes to the off-street parking regime. The Council has also committed to actively investigate the decriminalisation of on-street parking across the district, which would allow the Council to take charge of on-street parking enforcement.

In Soham and Littleport, the research evidence suggests that there is much less demand for retail space, higher vacancy rates and the issues in these centres revolve around how best to sustain the existing centres.

## Sustainable Transport

East Cambridgeshire is a rural area, where public transport provision is currently limited. Working with partners, through the *Sustainable Community Strategy*, the Council aims to raise public awareness of more sustainable forms of transport, and improve the viability of these forms of transport compared to personal car use.

Tying closely to the improved provision of local employment opportunities and sustainable developments, the Council also aims to ensure that new development in the district does not adversely impact the environment, including locating developments in a way that reduces the need to travel, particularly by car. Accessible transport also plays a key role in our aim to meet the needs of the whole community, including those that are living in more isolated parts of the district and have less access to community facilities and activities.



# Performance Management



The Council has a well-established performance management system that includes the central concept of the “golden thread” – that any individual in the organisation can trace their personal contribution to the aims and objectives of the Council. This system has been recognised as “strong” by the *Audit Commission*, in their *Review of Performance Management Arrangements*.

## Focus of the Corporate Plan

Measuring performance against very broad objectives is difficult. For this reason, the Council has identified high priority areas of work that contribute to the achievement of each of the Corporate Objectives. In these areas of work, specific *Performance Indicators* can demonstrate what progress has been made, and how well the Council is meeting its Corporate Objectives. This illustrates the concept of the “golden thread” and provides a direct relationship between the Councils overall aims and the delivery of services, as laid out in the departmental *Service Plans*

## Selection of Performance Indicators

National Government has recently introduced a comprehensive set of national *Performance Indicators* that will be used to measure all areas of performance for local government. These indicators will form the basis of future *Audit Commission* inspections, and are the basis for performance targets in the *Local Area Agreement*. All Councils are required to report performance against these *Performance Indicators*.

In setting appropriate *Performance Indicators* to measure progress against its Corporate Objectives, the Council has drawn from this national performance indicator set, where there are clear links to the priorities. The Council has endeavoured to select a small number of these indicators that capture the highest priority areas of work. Where there are important local issues that are not adequately addressed by national *Performance Indicators*, local *Performance Indicators* have been adopted.

Many of the *Performance Indicators* that the Council has selected are also important within the *Sustainable Community Strategy* and the *Local Area Agreement*. For this reason, many targets have yet to be finalised, but the Council remains committed to ambitious performance, and will generally look to achieve performance within the top 25% of Councils.

## Relationship to Service Plans

Each of the Council’s teams has a three-year service delivery plan that is reviewed each year. The *Performance Indicators* in this Corporate Improvement Plan are integrated into the *Service Plans*, so that service delivery takes account of the Councils priority areas of work. The majority of work areas identified as priorities are, in fact, already accounted for in *Service Plans*, but it is important that the prioritisation of work through this Corporate Plan is maintained as *Service Plans* are reviewed. Within each service plan are additional *Performance Indicators* that demonstrate how services are being delivered, and the progress towards the targets set for each of the Council’s key *Performance Indicators* described in this document.

## Relationships with other work

The Council has a duty to work with partner organisations – in the *East Cambridgeshire Strategic Partnership (ECSP)* - to produce a “*Sustainable Community Strategy*” that articulates how all public service providers will work together to improve the quality of life for residents, workers and visitors to the district. In developing this strategy, the *ECSP* has taken account of the most important issues facing the district.

In order to demonstrate what has been achieved through the *Sustainable Community Strategy*, a series of *Performance Indicators* have been selected that will be monitored by the *ECSP*, with responsible organisations or partnerships called to account for performance that is below the expected level. These *Performance Indicators* reflect the local issues that have been included as priorities in the *Sustainable Community Strategy*.

Each district in the County has the same duty to produce such a strategy. The priorities in these five strategies form the basis of a county-wide “*vision*” which sets out the aspirations for the county, as they are seen by all the partner organisations. In order to deliver this *vision*, the partner organisations have come together to develop an agreement on how funding will be directed at priority areas. This is the *Local Area Agreement*, and has been negotiated with the *Government Office for the East (GOEast)*.

Again, in order to demonstrate that the *Local Area Agreement* is achieving the desired results, a series of *Performance Indicators* has been selected that reflects the local priorities chosen within the agreement.

In setting its own Corporate Objectives, the Council has been mindful of the wider issues identified in partnership, and has ensured that its own priorities are articulated in a way that reflects the work that is already taking place in partnership.

## Measuring Performance

An essential part of performance management is the regular reporting of performance information to managers, whether they are service managers, or elected Members of the Council who are ultimately responsible for the delivery of those services. Without regular and frequent reporting, the opportunity to make the changes designed to improve performance are not available.

The Council has been working for the last two years to introduce an *Electronic Performance Management System (EPMS)* to bring together the *Performance Indicators* that demonstrate how our diverse areas of work are progressing. This system will give more rapid and comprehensive access to performance information for the Council’s managers and elected Members, allowing them to be much clearer about when performance needs to be improved. By having up-to-date information available, the Council can address performance issues before they become problems.

While Members will have access to this *EPMS*, there will still be regular reporting through the Council’s committee process to ensure that all Members retain an overview of performance issues. As part of this process each Committee will receive a six monthly report of performance. In addition, the Council’s Policy and Resources Committee and Full Council will receive a summary report of progress against this Corporate Plan.

## THE VISION

“ Working for the wellbeing of the community, with partners, to plan and deliver high quality, customer centred services ”

### Corporate Objective 1

#### ***High Quality Services***

To champion accessible public services to protect and enhance a high quality of life for all residents and ensuring effective and efficient use of resources

### Corporate Objective 2

#### ***Partnership***

To work with our partners to deliver continuous improvement through effective challenge and learning and achieve the development of an informed, involved and united community

### Corporate Objective 3

#### ***Sustainable Growth***

As one of the fastest growing districts in the country, we aim to stimulate and properly manage the social, economic and environmental impact of growth to meet the needs and aspirations of the whole community

## Corporate Objective 1

### ***High Quality Services***

To champion accessible public services to protect and enhance a high quality of life for all residents and ensuring effective and efficient use of resources

#### **Effective Communication**

To enhance customer satisfaction with the Council through effective and responsible communication of the Council's objectives and procedures

#### **Minimising Waste**

To minimise the amount of waste to landfill with the promotion of recycling and home composting

#### **Customer Care**

To place the customer at the heart of all we do by providing accessible services delivered to an excellent standard of customer satisfaction

#### **Sport and Leisure Facilities for All**

To enable all residents access to high quality sports, leisure and opportunity to live a healthy lifestyle

#### **Stable Finances and Affordable Services**

To limit Council Tax rises to at or below the *Retail Price Index* and to concentrate spending on services, not on overheads

#### **Attractive and Healthy Environment**

To provide and promote a sustainable environment for the benefit of all

## Corporate Objective 2

### *Partnership*

To work with our partners to deliver continuous improvement through effective challenge and learning and achieve the development of an informed, involved and united community

#### **Local Voice for Essential Services**

To give our citizens a greater voice in the delivery of essential services by the Council and its partners

#### **Safer Communities**

To strive to create a safer district, where people can live and work in an environment free from crime and the fear of crime

#### **Supporting Smaller Rural Communities**

To work with Parish Councils to ensure the future vitality of our rural settlements

### **Corporate Objective 3**

#### ***Sustainable Growth***

As one of the fastest growing districts in the country, we aim to stimulate and properly manage the social, economic and environmental impact of growth to meet the needs and aspirations of the whole community

#### **Sustainable Developments**

To effectively manage the sustainable growth of the District for the benefit of the community

#### **Sustainable Transport**

To work in partnership to promote an accessible, integrated and affordable transport system

#### **Encouraging Local Employment**

To encourage and promote business growth and the creation of local quality employment opportunities

#### **Vibrant Retail Development**

To attract further retailers to Ely and our market towns to support the existing smaller independent sector to enhance the retail experience

#### **Meeting Housing Need**

To endeavour to meet the needs of the local population so that everyone can live in a decent home at an affordable cost in a sustainable community

Corporate Priority	Performance Indicator
<b>Corporate Objective 1:</b> To champion accessible public services to protect and enhance a high quality of life for all residents and ensuring effective and efficient use of resources	
Effective Communication	NI5 - % People satisfied with their local area as a place to live
Customer Care	% ECDC Customers satisfied with their contact
	NI14 – Reducing avoidable contact
Stable Finances and Affordable Services	% increase in Council Tax
	NI179 - £ Cash Efficiency Savings
	NI180 - # changes of circumstances which affect customers HB/CTB entitlements within the year
	NI181 – Time taken to process HB / CTB new claims and change events
Attractive and Healthy Environment	NI186 – CO2 emissions per capita
	NI195 - % Streets with Litter/ detritus / graffiti / flyposting
	NI197 – Improved local biodiversity
Sport and Leisure Facilities for All	NI8 – Adult participation in sport
Minimising Waste	NI191 – Kg waste to landfill per head
	NI192 - % Waste recycled / composted
	NI193 - % Municipal waste landfilled
<b>Corporate Objective 2:</b> To work with our partners to deliver continuous improvement through effective challenge and learning and achieve the development of an informed, involved and united community	
Local Voice for essential services	NI4 - % people who feel they can influence decisions in their locality
	NI7 – Environment for a thriving third sector
Supporting smaller rural communities	NI1 - % people feeling that different backgrounds get on well together
	NI2 - % people who feel they belong to their neighbourhood
Safer Communities	NI17 – Perceptions of anti-social behaviour
	NI32 – Repeat incidents of domestic violence
<b>Corporate Objective 3:</b> As one of the fastest growing districts in the country, we aim to stimulate and properly manage the social, economic and environmental impact of growth to meet the needs and aspirations of the whole community	
Sustainable Developments	NI157a - % Planning applications meeting target timescale: Major
	NI157b - % Planning applications meeting target timescale: Minor
	NI157c - % Planning applications meeting target timescale: Other & Householder
Encouraging Local Employment	NI151 – Overall employment rate
	NI171 – VAT Registration rate
	NI172 – VAT Registered businesses showing growth
	NI182 – Business satisfaction with ECDC regulation
Meeting Housing Need	NI154 – # additional homes provided (net)
	NI155 - # affordable homes delivered (gross)
	NI156 - # Households in temporary accommodation
	NI159 – Supply of ready to develop housing sites
	# Long-term empty private properties
Vibrant Retail Development	% shop vacancy in market towns
	Ely shopping centre yields
Sustainable Transport	NI175 – Access to services by public transport, cycling and walking
	NI177 - # Local bus passenger journeys

# Appendix I

## Glossary of Terms

TERM	DEFINITION
Affordable Housing / affordable units	The terms “affordable housing” or “affordable homes” are used to encompass both low-cost market and subsidised housing (irrespective of tenure, ownership – whether exclusive or shared – or financial arrangements) that will be available to people who cannot afford to rent or buy homes generally available on the open market. An affordable unit is one home – whether house or flat.
Audit Commission	A shared services agreement between Councils to improve the administration of Council Tax and Benefits services in member districts. Current members are Forest Heath District Council, Breckland District Council and East Cambridgeshire.
Audit Commission	An independent watchdog examining efficiency and effectiveness in public services. Working across local government, health, housing, community safety and fire and rescue services, covering £180 billion spent by 11,000 local public bodies.
Better Play	The East Cambridgeshire play facilities improvement and activities programme for children aged 0-19 years, funded by the Big Lottery Fund
Big Lottery Fund	The grant funding organisation that distributes charitable proceeds from the National Lottery.
Cambridgeshire Vision	The document setting out the long-term aspirations of the partners involved in the Local Area Agreement.
CCTV - Closed Circuit Television	The Ely and Soham scheme is a 24 hour monitored system, provided through a partnership arrangement and designed to improve community safety
Community cohesion	When strong and positive relationships exist, where people from different backgrounds and circumstances appreciated and value each other. A common vision and a sense of belonging.
Community Land Trusts	A mechanism for the democratic ownership of land by the local community. Land is taken out of the commercial market so that the impact of land appreciation is removed, enabling long-term affordable and <i>sustainable</i> local development.
Community Safety Plan	A statutory requirement for the CDRP, this document identifies the community safety issues facing the area and includes action plans that demonstrate what action will be taken to address these issues
Comprehensive Performance Assessment - CPA	The current inspection programme for Local Government. Councils undergo a series of regular checks against a series of national standards, so that your Council's performance can be compared to others
Crime and Disorder Partnership - CDRP	A statutory local partnership which develops and implements strategies to tackle crime and disorder. The CDRP in East Cambridgeshire is known as the “Community Safety Partnership”.
Customer Relationship Management - CRM	A method of keeping customer information in one place, so that queries can be dealt with more efficiently, therefore improving customer service
East Cambridgeshire Strategic Partnership - ECSP	A single body that brings together different parts of the public sector as well as the private, business, community and voluntary sectors at a local level.

Electronic Performance Management System - EPMS	A piece of computer software that allows all performance information relating to the Council's activities to be kept in one location and managed centrally to improve efficiency
Government Office for the East – GOEast	The regional office representing central government departments in the area. This office is generally responsible for monitoring the activities of Councils and partnerships.
Graffiti Removal Service	Run in partnership with the National Probation Service, this Council service offers a free Graffiti Removal Service, carried out by offenders on Community Punishment Orders. More information is available on the Council's website.
Knowledge-based businesses	Those businesses that create, analyse and trade information and knowledge, rather than a tangible product or service
Local Area Agreement	A three-year agreement between central government and important organisations in the local area. The agreement sets out the priorities for the County, together with Performance Indicators and targets that will demonstrate how well the agreement is being reached. The body responsible for the LAA is a Board made up of partner representatives and is called "Cambridgeshire Together".
Local Development Framework - LDF	The framework for directing planning and development of the area. LDFs will replace Local Plans, and are based on the district area.
Parish Plans	A form of community led plan, where local people are involved in identifying what should happen in their area.
Performance Indicators	A performance indicator is a measure of how well a service is delivered. Usually, the most effective are regularly measured, specific and clearly relevant to the service being measured. Usually a quantity measure or a percentage of something.
Quality of Life Survey	A public survey to assess quality of life. It covers a range of topics including noise, fear of crime, travel and satisfaction with services.
Retail Price Index	A calculation that shows the increase in the cost of living from year to year. Many financial factors that affect household spending are included in the calculation.
Review of Performance Management Arrangements	A recent inspection carried out by the Audit Commission, examining the Councils performance management. The inspection made recommendations for improvement, which the Council has developed into an action plan.
Rural Excellence Programme	An improvement programme developed by the Improvement and Development Agency (IDeA) where rural Council's share best practice
Service Plans, service planning	Each service in the Council has a three year service plan setting out what work will be delivered, and when. These plans are reviewed annually.
Sustainable Community Strategy	A document which demonstrates how local organisations and agencies will work together to improve the economic, social and environmental wellbeing of their area, in a way that will preserve the long term future of communities.
Vision	The long term goals of the Council
Working Party	A group of elected Members brought together to examine a specific issue, supported by officers. Working to a specific timetable to produce a report advising the Council of the most appropriate course of action.