

## APPENDICES

### APPENDIX ONE - BUSINESS AND ENVIRONMENTAL REVIEW ANALYSIS BUSINESS PLAN 2013 - 2014

	<b>SAFEGUARD FRONTLINE SERVICES</b>	<b>HAVE THE LOWEST DISTRICT COUNCIL TAX IN ESSEX</b>	<b>BE RECOGNISED AS AN INNOVATIVE AND TOP PERFORMING COUNCIL IN ESSEX;</b>	<b>CONTINUOUSLY IMPROVE EFFICIENCY ADOPT NEW WAYS OF WORKING TO MAXIMISE REVENUE.</b>	<b>PROVIDE STRONG LOCAL COMMUNITY LEADERSHIP TO PROMOTE THE SPECIAL CHARACTER &amp; PEOPLE OF THE DISTRICT</b>
<b>STRENGTHS &amp; OPPORTUNITIES</b>	<p>The Directorate has a highly experienced and well qualified core workforce that is able to provide a quality service to meet the long term aims and aspirations of the community.</p> <p>In addition they are well placed to be able to actively promote and manage increased turnover for both Building Control and Development Control.</p> <p>All staff understand and support the need to implement more efficient Business Processes that will in the long term enable a 'more for less' strategy which is a key element in safeguarding frontline services and reducing the burden on council tax.</p> <p>Building Control face increased competition from approved inspectors and need to remain flexible to compete for additional income streams.</p>	<p>The Directorate is well placed to provide effective, user friendly and high performing planning and building control services.</p> <p>Significant progress been made with i-Plan that is User/Carbon friendly combined with opportunities to further enhance ICT development</p>	<p>The Directorate is well regarded in terms of promoting green and sustainable policies for Conservation, Trees, Countryside and protecting the environment.</p> <p>In the last year, significant progress has been made on the preparation of the Local Plan. The level of response to the Issues &amp; Options consultation between July and October 2012 is encouraging with further progress expected in 2013 -14.</p> <p>Measurable progress to implement new/better ways of working within BC and DC are key components in supporting the council aims of preserving the unique and green character of the District.</p>		
<b>WEAKNESSES &amp; THREATS</b>	<p>Some elements of Change Management may in the short term lead to the perception that Planning and Building Control is providing less than efficient technical and customer services.</p> <p>The inability of the Directorate to locally set its planning fees based on benchmarked cost viability means in effect that currently our Development Control Planning processes recover only 50% of actual costs with the remainder being borne by local council taxpayers.</p> <p>Lack of commercial flexibility and ICT development are key threats that may limit opportunities for improvement both within DC &amp; BC.</p>	<p>Spending reductions may inhibit the ability of the Directorate to contribute towards innovative ways to improve service delivery.</p> <p>Short term savings may lead to a decline in the quantity and quality of electronic planning records held on i-Plan.</p> <p>Other short term cost reductions may also result in a negative "domino" effect leading to increased paper usage and "invisible" staffing requirements.</p>	<p>Reductions and limitations in staffing recruitment may have an adverse effect in formulating effective strategies to protect the special character of the district.</p> <p>Reductions in sustainability and economic initiatives' could well be the subject of future savings with a detrimental "knock on" effect on the special character and economic development of the district.</p>		
<b>STRATEGIC CHOICES</b>	<p>(a). Substantially reduce frontline services to minimise impact on council tax (ie implement major savings).</p> <p>(b). Promote increased charges to meet full cost recovery. This is subject to external control and is not an option at this time.</p> <p>(c). <b>Recommended option</b> - Promote long term efficiency planning that enables the provision of a greater level of service for the same or less. This will require active and measureable annual implementation of faster business processes that provide improved services utilising proactive team/partnership working to carry out this using less resources.</p>	<p>(a). Maximise savings by making large cuts in spending to achieve significant savings but reducing service efficiency and effectiveness.</p> <p>(b). Limit spending to achieve greater savings and actively manage the reduction in service effectiveness and decline in service improvement.</p> <p>(c). <b>Recommended option</b> Implement some unpopular savings based on business principles. Manage/limit the decline in customer efficiency by innovatively improving services to compensate for this (for example reducing paper based planning and implement better quality electronic services via iPlan)</p>	<p>(a). Make major cuts in the provision of green sustainability which may adversely affect the unique character and services for the District.</p> <p>(b). Limit cuts in spending to protect the interests of the people and District but recognise that some services may decline or be given less priority.</p> <p>(c). <b>Recommended option</b> Implement some savings in conjunction with the active adoption of the Local Plan and other business measures to safeguard the interests of the people and the district. At the same time we should aim to deliver improved and more efficient ways of providing accessible high quality planning services. We could do this by promoting strong community leadership that supports measures to protect the green and unique character of the district.</p>		