



**Sustainable Community Strategy:
A vision for our future - 2018**

June 2008

Contents

	Page
Foreword from the Chair	3
District profile	4
Vision, themes and priorities	9
Relationship to other strategies	12
Evidence base	16
Themes	
▪ Children and young people matter	18
▪ Staying healthy	21
▪ Developing business	25
▪ Feeling safe	28
▪ Protecting the environment	33
▪ Getting around	38
Delivering the strategy	40
Partner contacts	42

Foreword from the Chair

The Sustainable Community Strategy is a long term vision for Uttlesford and its people. It aims to create a sustainable community by addressing economic, social and environmental needs.

Sustainable communities are places in which people want to live, now and in the future. They embody the principles of sustainable development at the local level. This means they improve quality of life for all whilst safeguarding the environment for future generations. Delivering genuinely sustainable communities requires a joined-up approach which brings together social, economic and environmental considerations. With this in mind, Uttlesford's public, private, voluntary and community sector agencies have formed a partnership - Uttlesford Futures - to work together strategically and join-up the delivery of services. The Sustainable Community Strategy presents our vision for the future of Uttlesford and sets out what the Partnership will deliver over the forthcoming years.

The vision, themes and priorities outlined in the Strategy have been developed through extensive consultation with partners and the local community. The Strategy is the 'grandparent' of all plans for Uttlesford and fundamental to delivering an ambitious and exciting future.

The Partnership looks forward to working together and with you to help Uttlesford achieve its vision.

Councillor Howard Rolfe
Chair of Uttlesford Futures

District profile

District Location and Character

Uttlesford is located in the North West corner of Essex. The district borders Hertfordshire to the West and Cambridgeshire to the North. It is the largest district in Essex at 63,752 hectares, and is mainly rural in character with four market towns - Saffron Walden, Great Dunmow, Stansted Mountfitchet and Thaxted, and 56 parishes. There are 3,751 listed buildings and 34 conservation areas.

Population

Uttlesford has a population of 71,400 (ONS, 2006) which is set to increase over the next 10-15 years with new housing development. 45% of residents are aged 30-59, with relatively few residents aged 20-29 (9%) compared with the county average. The proportion of younger (0-19) and older (60 plus) residents is on par with the county (2001 Census).

Ethnicity

Uttlesford has a very small representation of black and minority ethnic groups at 2%, though there are growing migrant worker communities living or working in the district.

Economic Migrants

There are 585 registered migrants from 'Accession 8' countries¹ working in Uttlesford (Essex Trends, 2007). 74% of these are from Poland, 11% from Slovakia, 7% from Czech Republic, 3% from Hungary, 3% from Latvia, 2% from Lithuania and 1% from Estonia. Migrants tend to work full-time in lower skilled and therefore lower income jobs. Agricultural and care work are common in Uttlesford. Only a small minority declare that they have dependants living with them in the UK.

Deprivation

The Indices of Multiple Deprivation (IMD) rank for Uttlesford falls in the fourth quartile at 341, which makes it one of the most affluent areas in the country. Uttlesford is the least deprived district in Essex. However, due to its rural nature there are areas which are amongst the 25% most 'access deprived' wards in England (IMD, 2004).

Education and Skills

Uttlesford has 34 primary and 6 secondary schools (2 of which are independent). Post-16 learning opportunities are diverse and providers include Adult Community Colleges and the Youth Service Alternative Education Programme. There are no Further Education Colleges and post-16 students who do not remain at one of the three post-16 educational establishments need to travel out of the district.

¹ Czech Republic, Estonia, Hungary, Latvia, Lithuania, Poland, Slovakia and Slovenia

Uttlesford has seen an increase in the number of pupils achieving five or more A* to C grades from 52.8% in 1997 to 69.6% in 2006 (DoE, 2006). This is well above the county average of 59.0%. Uttlesford has also seen an increase in the number of 14 year olds reaching the required literacy level from 71% in 1997 to 84% in 2005, 10% above the national average of 74% (DoE, 2005).

Overall educational attainment is high. 30.2% of 16-74 year olds have NVQ level 4/5, significantly above the regional and national average. However, 21.8% have no formal qualifications. This is significantly above the regional and national averages (ONS, 2006).

Employment

Uttlesford has a working age population of 43,100. There are 39,700 economically active, of which 32,200 are in employment and 6,800 are self-employed. There are 7,000 economically inactive, of which 6,000 do not want a job (ONS, 2007).

There are 34,100 jobs in Uttlesford. 24,700 are full-time and 9,400 are part-time (ONS, 2006). 81.1% are in the service sector (2001 Census) - distribution, hotels and restaurants (22.1%), transport and communications (20.3%), finance, IT, other business activities (17.1%), public administration, education and health (17.8%), other services (3.8%). Unemployment is low at 1%. 0.8% claim Jobseekers Allowance, of which more than half are aged 25-49. The majority (73.6%) claim for less than 6 months (ONS, 2008).

There are 4,110 VAT registered businesses (ONS, 2006).

12% of the resident workforce commute to London and a further 13% work from home (2001 Census). Weekly average earnings are £577.70, much higher than the regional and national averages (ONS, 2007). 45% of people working within the district live outside the area (2001 Census). Workplace average earnings are £491.6 (ONS, 2007).

Housing

76.2% of households are owner-occupied. Average household size is 2.46. Single person households make up 9.9% of the district total (2001 Census).

The average house price in Uttlesford is £302,756.46 (Local Knowledge, March 2007), significantly higher than the national average of £183,626 (Local Knowledge, April 2008). Uttlesford has a housing affordability ratio (lower level) of 12, above the regional average of 8.56 (Local Knowledge, 2007)².

² This represents the ratio of workplace based earnings to house prices. The figures are based on lower quartile house prices and the average workplace based earnings amongst the lowest 25% earnings within the area. The higher the ratio, the less affordable the area is.

During 2006/07, 82 new units of affordable housing were built in Uttlesford for allocation to those on Uttlesford District Council's housing waiting list and shared ownership register. In 2007/08, a further 62 units were delivered. It is predicted that a further 350 units of affordable housing will be built in Uttlesford between 2008 and 2011. This will be a mix of affordable rented, allocated by the Council through Choice Based Lettings and shared ownership units which will be allocated by Moat Homebuy.

Health and Activity

In 2002-04 life expectancy for males in Uttlesford was the fourth highest in the country at 79.9 years. The female life expectancy was 81.9 years, also significantly higher than the national average (ONS, 2004). Yet life expectancy for men in Uttlesford is increasing faster than for women and analysis of trends shows that for women, life expectancy is not increasing as fast in Uttlesford as nationally. In Uttlesford there is 14.7 years difference in life expectancy between the highest (Littlebury) and the lowest (Barnston and High Easter) wards.

There is a five fold variation in premature cancer death rates between wards within Uttlesford. Cancer mortality for women has been increasing since 1999 and now is the highest mortality rate for cancer in females out of all the localities in West Essex. Breast cancer mortality in this locality is the highest in Essex (NCHOD, 2005). Premature mortality from lung cancer amongst Uttlesford women is well below the national average but worryingly has been increasing since 2001. There is a 10 fold difference in death rates between wards within Uttlesford (NCHOD, 2005). Mortality from suicide and injury undetermined amongst Uttlesford men were less than one per year, however in the last six years, this has doubled and is now two per year (NCHOD, 2005).

Uttlesford has one of the lowest teenage conception rates in the country and is much lower than the average for the region. However, there are some wards in Saffron Walden, Great Dunmow and Stansted Mountfitchet that have rates much higher than the district average (ONS, 2004).

Uttlesford has a rate of 125.5 persons providing unpaid care per 1,000 18+ population, below the Essex average. The district has a high rate of volunteering with 8.3% of adults doing at least an hour of volunteering a week to support sport. 1 in 4 adults participate in 30 minutes moderate physical activity at least 3 times a week (Sport England, 2006) and 70% are satisfied with local sports provision.

Voluntary and Community Support

There are over 600 voluntary and community groups known to the Council for Voluntary Services Uttlesford (CVSU). Many provide direct services which enable people to stay at home, provide support to people with long-term conditions or provide respite for carers. For example, there are 170 known older people groups, 8 learning disability groups, 20 physical disability groups, 76 children's groups and 9 community transport groups.

Crime, Alcohol and Drugs

Uttlesford is a very safe place to live. It has the lowest crime rate in Essex at 15 per 1,000 population (Essex Police, 2008). Uttlesford suffered 2,489 crimes in the last year at a rate of 7.8 crimes a day. Across a whole district this is extremely low and the vast majority of these were criminal damage, non-dwelling burglaries, and thefts from motor vehicles. According to the British Crime Survey, Uttlesford has the lowest crime of all similar districts across the UK (Essex Police, 2008).

Uttlesford has a rate of violence against the person of 8 per 1,000 population, lower than the national and Essex averages (Essex Police, 2007). The rate of crime attributable to alcohol is 4.12 per 1,000 population. This is lower than the national and regional rates and second lowest in Essex. In terms of violent crime attributable to alcohol, the rate of 3.00 per 1,000 population is a lot lower than the national and regional averages and also the second lowest in Essex. It is estimated that 16.6% of adults in Uttlesford binge drink, which is below the regional average. However, Uttlesford has high hospital admissions rates for under 18 year old females for alcohol specific conditions at 46.59 per 100,000 people which is above the regional average (NWPFO, 2007). Rates of people accessing drug treatment services are lower than the national average in Uttlesford (NWPFO, 2007).

Crime Against Business

In the North West of Essex, of which Uttlesford forms the largest part, the average cost of business crime to the victim is the highest in the region (estimated at £4,000 plus). Theft is the most frequent crime perpetrated against businesses at 53%, followed by criminal damage at 27% and burglary at 20%. Up to 13% of respondents to the Federation of Small Businesses Business Crime Survey 2007 also reported assault as an issue. Credit card fraud was measured at 13%. Crime against business is not a key indicator in current crime statistics but there is a strong will to combat these issues, with 76% of victims prepared to become involved in crime reduction schemes. Up to 87% have already taken steps to reduce the incidence of crime against their business.

Climate Change

The mean annual temperature in Uttlesford is predicted to increase by 2-3°C by 2070 (UK Climate Impacts Programme). Summer rainfall will reduce by 45-60%, and winter rainfall will increase by 15-30%. Overall, the future local climate will resemble Portugal's current climate, and large changes will be required to adapt our society and its infrastructure to cope.

On a per capita basis, Uttlesford has much higher carbon dioxide emissions than the national average. For domestic emissions Uttlesford is in the top 10% nationally (Defra, 2005). Of the emissions that will be measured for NI186, which include all sources minus motorways, heavy industry and aviation, Uttlesford is in the top 20% (and the second highest in Essex). Particular problems arise from the rural nature of the district, which leads to dependence on private cars for transport and use of high emissions fuels for heating such as oil, LPG and electricity.

Transport and Accessibility

Close to both London and Cambridge, Uttlesford is well served by major road, rail and air links. The M11 runs through the district and Stansted Airport is located within its boundaries. However, due to its rural nature there are accessibility issues for some without private transport, especially in outlying villages. The district has a population density of just 1.1 per hectare which is not conducive to the provision of frequent public transport. A recent survey of bus usage in North Uttlesford revealed that 52% of users were aged 65 plus and that 65% of trips were primarily for food and other shopping. The survey also revealed that only 6% of bus users were aged 24 and under (Essex County Council, 2008).

Road Safety

The rate of all people killed or seriously injured on Uttlesford's roads was 75 in 2007. This represents a rate of 105.49 per 100,000 population (Essex County Council) and is the second highest rate in Essex after Epping Forest (107.38 per 100,000 population). Young drivers and motorcyclists predominate. However, where the numbers of motorcyclists killed or seriously injured fell between 2006 and 2007, the numbers of young drivers killed or seriously injured rose.

Vision, themes and priorities

The Sustainable Community Strategy captures the key issues that affect our local community. The themes and priorities have emerged from extensive consultation with stakeholders and the community and will be the driving force for the Partnership over the next few years.

The Strategy does not attempt to capture the specific responsibilities of partners but draw on the issues where partners collectively through the pooling of expertise and resources can make a difference. It is about working together to achieve more than each partner can achieve on its own.

Vision

The vision for Uttlesford is ***to sustain a high quality of life in which the benefits of the unique character of the district are equally available to all residents, workers or visitors.***

Themes

Based on the evidence and results of consultation, we have decided on the following themes for the Strategy. Each theme is supported by a number of specific priorities for action.

- Children and young people matter
- Staying healthy
- Developing business
- Feeling safe
- Protecting the environment
- Getting around

Cross-cutting themes

Equalities and Diversity

Uttlesford Futures seeks to ensure that its membership and work adhere to equality, diversity, sustainability and social inclusion values.

Social Groups

Uttlesford Futures seeks to ensure that vulnerable and minority groups such as children and young people, older people and migrant workers are adequately considered and services reflect individual needs.

Access to Services

This is a recurring theme which Uttlesford Futures seeks to improve by ensuring that services are available to communities in the right locations and at the right times, and individuals are able to access them through appropriate means of transportation.

Voluntary and Community Sector

The voluntary and community sector in Uttlesford is engaged in all aspects of the community. The sector helps address health issues, offers preventative support, drop-in care, home visits, and educates, advises, counsels and befriends. As such, the sector plays an important role in the Partnership and contributes significantly in delivery of the Strategy. The sector supports children and young people, older people, people with learning and physical disabilities, families through difficult times, individuals who, for a wide range of reasons, have hit the lowest point in their lives, and reaches out to those that have slipped through the system. The sector also supports the arts, sport and culture.

Priorities

Children and young people matter	<ul style="list-style-type: none">▪ Every Child Matters▪ Gaps in provision of services▪ Commissioning services
Staying healthy	<ul style="list-style-type: none">▪ Alcohol related hospital admissions▪ Mortality from breast cancer▪ Access to services▪ Sustainability of the voluntary sector▪ Adult obesity
Developing business	<ul style="list-style-type: none">▪ Developing high value jobs in small businesses▪ Carbon footprint of local businesses▪ Tackling deprivation and poverty▪ Local tourism
Feeling safe	<ul style="list-style-type: none">▪ Road safety▪ Young people and crime▪ Anti-social behaviour▪ Core crime▪ Violent crime▪ Substance misuse▪ Feeling safe
Protecting the environment	<ul style="list-style-type: none">▪ Climate change mitigation▪ Climate change adaptation▪ Ensuring new development is sustainable▪ Environmental protection▪ Waste minimisation

Getting around	<ul style="list-style-type: none">▪ Public and community transport▪ Cycling and walking facilities▪ Accessible information on public transport▪ Condition of the roads▪ Safer journeys to school
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Relationship to other strategies

Regional strategies

Improvement and Efficiency Strategy

GO-East's Improvement and Efficiency Strategy identifies key regional improvement and efficiency priorities, provides a focus for regional collaboration and sets the broader framework for engaging partners in improvement and efficiency at the regional, sub-regional and local levels. The Regional Improvement and Efficiency Partnership (RIEP) is a partnership of all local and fire authorities and key partners in the region. Its purpose is to coordinate, challenge, support and accelerate the drive for improvement and efficiency in localities to a higher level than would otherwise be possible.

Regional Commissioning Plan

The Learning and Skills Council Regional Commissioning Plan 2008-09 outlines how the East of England region plans to deliver the LSC's national priorities of: creating demand for skills; transforming further education; and better skills, better jobs, better lives.

County strategies

Essex Strategy

The Essex Strategy 2008-18 sets out the key goals for improving the quality of life in the county and is the work of the Essex Partnership. The strategy is an agenda for change that recognises that people want to be safe and healthy; belong to supportive communities; achieve in education, work and leisure; and protect and enhance their natural resources for posterity. The strategy intends to steer partnership action to focus on the priorities highlighted.

Essex Local Area Agreement

The Essex Local Area Agreement (LAA) *Liberating Potential* is a three-year agreement (2008-11) between the Essex Partnership and Government which sets out a number of priorities and targets for the local area. The LAA is an important element in delivering the Uttlesford vision as it aims to improve the quality of life of people in Essex. It has four central themes and ten priorities:

Our People	<ol style="list-style-type: none">1. Fewer children and young people missing education or not in education, employment or training2. More people supported to live in their own homes and better support for carers3. Better public health and longer lives4. Children and young people realise their potential in education
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Our Community	5. Essex roads are safer, less congested and everyone has access to essential services 6. More participation in sport, culture and volunteering 7. Essex is a safe place to live
Our Economy	8. Essex has a strong and competitive economy
Our World	9. A smaller carbon footprint with less waste 10. A well managed natural environment

Uttlesford Futures 'has regard to' specific priorities and targets in the LAA that reflect our local vision, themes and priorities. This means that Uttlesford Futures is committed to allocating resources to help address the priorities; providing data to the Essex Partnership and thematic partnerships; communicating performance; and working together to add value.

Strategy for Healthcare in West Essex

The Strategy for Healthcare outlines West Essex Primary Care Trust's plans for health provision across West Essex for the next five years. It incorporates goals for improving the health of the population by supporting people to look after their own health through preventing illness and promoting healthy lifestyle choices. The strategy focuses on five key areas:

- Planning for population growth and an ageing population
- Reducing population risk factors
- Improve disease prevention programmes
- Encourage early detection of disease
- Improve access to treatment of diseases in primary and secondary care

Partnership Plan

The Essex Crime and Disorder Reduction Partnership's (CDRP) Partnership Plan outlines the priorities for tackling crime and disorder in the county and this is reiterated locally in Uttlesford's own plan. The three-year plan is based on an annual Strategic Assessment of current and emerging crime and disorder trends in the district. The priorities outlined in the plan reflect the needs of the district whilst taking into account that Uttlesford continues to be a 'safe place to live and work'. Uttlesford's CDRP – Uttlesford Community Safety Action Team (UCSAT) -looks to maintain the low crime rate, enhance community engagement and help reduce the fear of crime.

Essex Policing Strategy

The Essex Policing Strategy sets a clear direction for the policing of Essex over the next three years. It has been jointly prepared by Essex Police Authority and Essex Police, and outlines how Essex Police will build upon achievements over recent years, which have seen crime levels continuing to fall and detections increasing. Essex Police will strive to further reduce crime and the fear of crime and bring more offenders to justice so that Essex continues to remain one of the safest counties in the country. They will look to increase public confidence and

satisfaction through a citizen-focused style of policing which is responsive, visible and accessible. Neighbourhood policing is at the heart of this approach, and local teams will forge even closer links with communities to reduce crime, nuisance and disorder and improve people's quality of life.

District strategies

Local Development Framework

The district housing requirement is set out in the East of England Plan. This requires Uttlesford to make a minimum dwelling provision of 8,000 homes between 2001 and 2021 and to plan for a continuous delivery of housing for at least 15 years from the date of adoption. Uttlesford District Council's preferred strategy for delivering the housing to meet this requirement is outlined in the spatial strategy, part of the Local Development Framework (LDF). The LDF sets out the council's strategy for managing development and growth alongside the day-to-day planning policies for determining planning applications. It is an important component in delivering the spatial elements of the Sustainable Community Strategy and addressing the issue of affordable housing.

Housing Strategy

Uttlesford District Councils overall vision for housing in the District is ***to ensure that good quality housing is made available to all its residents whilst protecting and enhancing the environment thus ensuring that Uttlesford is truly a safe and pleasant environment to live, grow and prosper.*** The Housing Strategy sets out the aims and objectives of the Council in relation to the provision of housing in the district and incorporates the wider key Government and regional priorities where applicable.

Leisure and Cultural Strategy

Uttlesford District Council's Leisure and Cultural Strategy considers the future provision of activities such as sport, arts and drama, events and entertainment, outdoor activities like walking, horse riding and cycling, and museums. The key activities of the strategy are: Sport and healthy living; youth, arts and culture, tourism and economic development, museum service, information recreation, countryside and environmental sustainability, play and playing fields. The strategy is supported by an action plan to guide delivery of the priorities and actions.

Play Strategy

Uttlesford District Council's Play Strategy highlights the need for comprehensive, quality, play facilities that are accessible to all. The role of the council is to act as an advisor, enabler and facilitator to the town and parish councils to encourage the provision of play facilities; and to support development. The aims of the strategy are to enable play in formal, free, countryside and country park settings, ensure play spaces are valued and protected, highlight the importance of play, encourage development of quality play provision, encourage partnership working to maximise benefits of play for children, and promote inclusion and access to play facilities.

Climate Change Strategy

Uttlesford District Council's Climate Change Strategy addresses the causes and effects of climate change in the district. It represents fulfilment of a commitment made by signing the Nottingham Declaration on Climate Change. The main objective of the strategy is to reduce greenhouse gas emissions (principally CO₂) and to make preparations for predicted climate change impacts.

Evidence base

The priorities in the Strategy have been identified through statistical evidence of need and consultation with key stakeholders and the community.

Statistical evidence

Office of National Statistics

Statistics from a variety of sources including the ONS and Government Departments provide a summary profile of the district and evidence of priority need.

Health in West Essex: Annual Report

The Annual Report provides a comprehensive health profile for West Essex. The main purpose of the report is to provide information and direction for the Primary Care Trust's Strategy.

Joint Strategic Needs Assessment

Members of Uttlesford Futures have undertaken a Joint Strategic Needs Assessment (JSNA) which provides analyses of data to show the health and well-being status of local communities; defines where inequalities exist; and incorporates local community views around priorities for service improvement. It is a robust evidence base for the Partnership to agree the strategic direction of service delivery and will be used to inform future commissioning and improve outcomes for the people of Uttlesford.

Crime and Disorder Strategic Assessment

The CDRP has undertaken a Strategic Assessment of crime and disorder in the district which presents and interprets the summary findings of an intelligence analysis. The analysis has informed both the new Partnership Plan and the priorities reflected in the Feeling Safe theme of this Strategy.

Police Strategic Assessment

The annual Police Strategic Assessment provides an overview of crime and criminality and enables the construction of a Control Strategy for the forthcoming year. It also provides a picture of current, emerging and longer term issues impacting on the district.

Stakeholder and community consultation

Consultation Strategy

The Consultation Strategy sets out how Uttlesford Futures will engage with the community, helping them to become more involved in shaping the services it

provides and leading their communities. The overriding ambition for consultation in Uttlesford is that...

“Uttlesford Futures is committed to an open and inclusive partnership, and to utilising a wide range of consultation methods in order to ensure that it listens effectively to the views of its communities as part of its decision-making process, with the aim of ensuring that its policies and services reflect the aspirations and needs of Uttlesford’s communities”.

Uttlesford Futures consulted widely with its stakeholders and the community to determine the issues and priorities for the district. This included:

- **Best Value General Satisfaction Survey:** These were analysed to capture the views of approximately 2,000 Uttlesford residents, what their priorities were and what they felt most needs improving in their area. The results indicated that the level of crime, affordable housing and activities for teenagers were the three most important local issues.
- **Essex County Council Tracker Survey:** The Tracker Survey captures the views of 4,500 adults in Essex. It is carried out by an independent market research agency four times a year. The core questions are based on the Best Value General Satisfaction Survey. The latest results indicated that parents not taking responsibility for the behaviour of their children, teenagers hanging around on the streets and rubbish and litter lying around were three key issues in relation to perceptions of anti-social behaviour.
- **Stakeholder Conference and Workshops:** This was held in Great Chesterford to identify the emerging themes and priorities for the Partnership and consider gaps in provision where the Partnership can potentially join together to deliver services.
- **Community Focus Groups:** These were run in Saffron Walden, Great Dunmow and Stansted by the Rural Community Council for Essex (RCCE) to discuss issues that were important locally and explore ways that these might be tackled by Uttlesford Futures.
- **Draft Sustainable Community Strategy:** the draft Strategy was circulated widely for comment and revisions made before final publication.

Children and young people matter

Education is one of the critical factors that can determine the opportunities available to us. The educational attainment of Uttlesford's children and young people is excellent with Key Stage 2, 3 and 4 results above the Essex average. The percentage of pupils achieving 5+ A-C* GCSEs is also high. We want to support schools to continue to provide a good education for our children and young people.

Having a good start in life with supportive parents and being encouraged to become involved in a wide range of activities are also important for children and young people to develop aspirations and achieve their potential. We want to work with partners to develop and provide activities and services that will provide stimulating opportunities for children and young people and enable parents to provide a caring and supportive environment for their children.

Providing good support services to families early on will help prevent problems, stresses and challenges escalating and we want to facilitate agencies to work together to plan, commission and deliver services.

Priorities

- Strive to ensure that all children, especially those who are disadvantaged, excluded and 'at risk' achieve the five Every Child Matters outcomes:
 - *Being healthy*: enjoying good physical and mental health and living a healthy lifestyle
 - *Staying safe*: being protected from harm and neglect and growing up able to look after themselves
 - *Enjoying and achieving*: getting the most out of life and developing broad skills for adulthood
 - *Making a positive contribution*: to the community and to society and not engaging in anti-social or offending behaviour
 - *Achieving economic well-being*
- Determine gaps in provision of services
- Develop a co-ordinated approach to planning, commissioning and delivering services

Responsible working group

The priorities will be delivered by the **Children and Young People's Strategic Partnership (CYPSP)**. This is a statutory partnership which delivers on the Government's *Every Child Matters* agenda. The overall aim of the CYPSP is to improve the well-being of all children aged 0-19 in the district; co-ordinate, broker and oversee the contribution of partners; and work with and for children, young people and their families.

Children and Young People's Plan

As a strategic partnership, the CYPSP is required to have its own Plan. This has 13 priorities:

- Reduce obesity
- Reduce teenage conceptions and the transmission of STIs
- Improve mental health and emotional wellbeing
- Reduce substance misuse
- Ensure kept safe when caught up in domestic violence or exposed to alcohol/drug misuse or abuse/neglect
- Reduce number of victims of crime and anti-social behaviour
- Reduce injured or killed in road traffic accidents
- Raise educational attainment
- Raise achievement of looked after and disabled
- Increase participation in activities
- Reduce offending
- Increase numbers of 16-19s in employment, education or training
- Increase numbers leaving care who have accommodation that meets their needs

These local priorities reflect and complement the priorities for the whole county as set out in the Essex Children and Young People's Plan.

Chair: Sean Bailey, Head of Locality Commissioning, West Essex Primary Care Trust

Lead Officer: Gaynor Bradley, Community Partnerships Manager, Uttlesford District Council

LAA2 targets

Uttlesford Futures 'has regard to' the following LAA priorities and indicators which reflect our ambitions under the 'Children and young people matter' theme.

Priority 1: Fewer children and young people missing education or not in education, employment or training

NI 117 Percentage 16 to 18 year olds who are not in education, training or employment (NEET)

We want young people to make a successful transition to the world of work

	Uttlesford	Essex
Baseline (2006/07 FY, %)	2.9	6.6
Target (2010/11 FY, %)	2.1	5.0

Partnership Responsible: Essex Children and Young People's Strategic Board
Target Lead: Terry Reynolds, Assistant Director School Improvement and Early Years (SIEY), Essex County Council

Staying healthy

Uttlesford is one of the most affluent areas in the country. The 'Staying healthy' theme focuses on supporting the well-being of residents by delivering safe, attractive and healthy places to live and making sure enough health facilities and other community facilities e.g. for sport are provided to meet current needs and the additional requirements arising from any new development.

The theme also picks up on affordable housing, ensuring that sufficient affordable housing is available to meet the identified housing needs of those living in Uttlesford.

Voluntary and Community Sector

The voluntary and community sector is engaged in all aspects of the community and helps support a wide range of people with differing needs. Uttlesford Futures recognises the important role of this sector in helping to deliver the Strategy, and in particular the priorities of the 'Staying healthy' theme.

Priorities

- Reduce alcohol related hospital admissions
- Examine reasons for higher mortality from breast cancer
- Reduce rural deprivation by improving access to services
- Provide an environment for a thriving voluntary sector
- Provide support to reduce adult obesity

Responsible working group

This priority will be delivered by the **Healthy Communities and Older People's (HCOP)** Working Group.

Chair: Sue Sumner, Council for Voluntary Support Uttlesford (CVSU)

Lead Officer: Sue Locke, Project Officer, Uttlesford District Council

LAA2 targets

Uttlesford Futures 'has regard to' the following LAA priorities and indicators which reflect our ambitions under the 'Staying healthy' theme.

Strategic Indicator

NI 7 Environment for thriving third sector

Essex Partnership recognises the important role of the third sector in delivering targets set out in the LAA. For this reason NI7 is proposed as a strategic indicator which will measure the strength of the third sector. The indicator will be measured in a survey every two years. The first survey will take place in 2009.

Priority 2: More people supported to live in their own homes and better support for carers

NI 135 Carers receiving needs assessment or review and a specific carer's service, or advice and information exercise choice and control to live independently

This target is important given that support from carers is proven to help people to remain in their own homes rather than entering hospital or residential care. It is estimated that informal care is worth some £80 billion across the country.

	Uttlesford	Essex
Baseline (2006/07, %)	No baseline	19.2
Target (2010/11, %)	No target	30

Partnership Responsible: Essex Community Well-being and Older People

Target Lead: Cathy Mitchell, Strategic Commissioning Director, Essex County Council

LI 2.2 Affordable housing

This is recognised as one of Essex's biggest problems, high house prices which lead to high levels of housing need. It is estimated that a further 350 units of affordable housing will be delivered in Uttlesford between 2008 and 2011.

	Uttlesford	Essex
Baseline	73	679
Target (2008/09)	100	1096
(2009/10)	120	1206
(2010/11)	130	1332

Partnership Responsible: Sustainable Communities Partnership

Target Lead: Ian Vipond, Executive Director, Colchester Borough Council

Priority 3: Better public health and longer lives

NI 56 Obesity among primary school age children in Year 6

Obesity can reduce life expectancy by up to 9 years and can be detrimental to the person's well being.

	Uttlesford	Essex
Baseline (2006/07, %)	13.1	15.3
Target (2010/11, %)	12.7	14.7

Partnership Responsible: Essex Children and Young People's Strategic Board

Target Lead: Mike Gogarty, Director of Public Health, North East Essex PCT

Priority 6: More participation in sport, culture and volunteering

NI 6 Participation in regular volunteering

This indicator is important because high levels of volunteering are one sign of strong, active communities and are vital in supporting the range of activity undertaken by third sector organisations.

This is a new indicator for which baseline data will be collected through the next Essex County Council Tracker Survey in June 2008, which will then allow district targets to be set. Performance against these targets will be measured through the six-monthly Tracker Survey.

Partnership Responsible: Sustainable Communities Partnership – Stronger Communities Sub Group

Target Lead: Alison Semmence, Director, Volunteer Centre Chelmsford

NI 8 Adult participation in sport and active recreation

This indicator is important because participation in sport is a significant contributor to positive physical and mental health.

	Uttlesford	Essex
Baseline (%)	23.1	20.2
Target (2011, %)	25.1	24.2

Partnership Responsible: Essex Working Group for the London 2012 Olympic Games and Paralympic Games – Sport Essex Sub Group

Target Lead: Emma Russell, Business Development Manager, Sport Essex

NI 11 Engagement in the arts

This indicator is important because it enables a focus on a range of different cultural activities and the extent to which the public have the opportunity to access to them. Regular involvement in the arts has a range of health and educational benefits.

This is a new indicator for which data will be collected through the annual Active People Survey. Baseline data will be available from October 2008.

Partnership Responsible: Essex Working Group for the London 2012 Olympic Games and Paralympic Games

Target Lead: Miriam Stead, Heritage and Arts Manager, Essex County Council:

Developing business

Uttlesford is an affluent area with a highly educated population. Unemployment is currently less than 1%. The key issues for Uttlesford are: high levels of out-commuting from the district leading to pressures on the infrastructure; some businesses expressing problems expanding within the district; equality and diversity issues, e.g. disabled people in rural areas having difficulties accessing jobs; many businesses have difficulty recruiting people with certain skills, caused by a number of factors including the high cost of living within the district; local people want access to services/businesses in this area but businesses may find it too expensive or come up against other problems in locating here.

Commuting to work beyond Uttlesford is significant because of London and other accessible large centres beyond its boundaries. Retention of local employment opportunities and support for home working are important.

Priorities

- Developing high value jobs in small businesses
- Reduced carbon footprint of local businesses
- Reduce pockets of deprivation, poverty and low economic activity
- Raise the benefits of local tourism

Responsible working group

The priorities will be delivered by the **Economic Development, Learning and Skills (EDLS)** Working Group.

Chair: Councillor Alan Dean, Uttlesford District Council

Lead Officer: David Adlington, Director of Inward Investment and Business Competitiveness, Essex Development and Regeneration Agency (ExDRA)

LAA2 targets

Uttlesford Futures 'has regard to' the following LAA priorities and indicators which reflect our ambitions under the 'Developing business' theme.

Priority 8 Essex has a strong and competitive economy

NI 166 Median earnings of employees in the area

This indicator is important because it is a good indicator of productivity and of higher value jobs.

	Uttlesford	Essex
Baseline (2007, £)	An Essex only target has been set due to data unreliability at district level. Salary levels are indicative only, based on estimates.	459
Target (2011, £)	3.8% over three years (2009-11)	531.90

Partnership Responsible: Greater Essex Prosperity Forum

Target Lead: (Joint) Peter Cook, Director of Inward Investment and Innovation and David Adlington, Director of Inward Investment and Business Competitiveness, Essex Development and Regeneration Agency (ExDRA)

NI 171 New business registration rate

This indicator is important because maintaining a good company start-up rate is an indicator of a healthy economy.

	Uttlesford	Essex
Baseline	The revised NIS has outlined a new dataset for this target. This new series will replace the VAT registrations/deregistrations. It will measure business births in a different way to VAT registrations and will be extended to include businesses registered for PAYE. The first publication of this new series is due in October 2008. This will contain preliminary estimates of the number of business registrations occurring in 2007, which may be revised in 2009. The LAA will therefore be updated to reflect this data as soon as it becomes available.	
Target (2010/11)		

Partnership Responsible: Greater Essex Prosperity Forum

Target Lead: Keith Hughes, Partnership Director, Business Link East

LI 8.1 Number of jobs saved and created as a result of foreign direct investment – 3 year average

Inward investment is important because it leads to a more diverse economy and once which is likely to be stable and to grow.

	Uttlesford	Essex
Baseline (2004-07 - 3 year average)	36	259
Target	District targets are not	518*

(2010/11)	applicable because work is carried out on a Greater Essex basis.	
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* 100% increase from Baseline

Partnership Responsible: Greater Essex Prosperity Forum

Target Lead: (Joint) Peter Cook, Director of Inward Investment and Innovation and David Adlington, Director of Inward Investment and Business Competitiveness, Essex Development and Regeneration Agency (ExDRA)

LI 8.2 Helping companies to trade internationally

International trade is important because companies that trade internationally are likely to see increased turnover, employ more people and be more competitive. This will be measured by the number of companies reporting that international trade assistance has made a difference to their business.

	Uttlesford	Essex
Baseline	No baseline figures as new target.	
Target	District targets are not applicable because work is carried out on a Greater Essex basis.	450

Partnership Responsible: Greater Essex Prosperity Forum

Target Lead: (Joint) Peter Cook, Director of Inward Investment and Innovation, Essex Development and Regeneration Agency (ExDRA)

Feeling safe

Uttlesford is one of the safest places in the country with comparatively low levels of crime. However, we want to make Uttlesford even safer. Through the effective use of community based partnerships, we will deliver initiatives that will tackle persistent crime and disorder problems including anti-social behaviour, and address the causes of crime through early intervention initiatives across our service areas. We will also help to make Uttlesford feel safer by communicating our community safety successes to the public more effectively.

Uttlesford has a poor record in road safety, with a high rate of people killed or seriously injured on our roads. We want to make our roads safer and reduce injury on our roads.

Priorities

- Road safety
- Young people and crime (including anti-social behaviour, criminal damage and young people as victims of crime)
- Anti-social behaviour
- Core crime (including burglary, criminal damage and thefts from vehicles)
- Violent crime (including domestic violence)
- Substance misuse
- Feeling safe

Responsible working group

The priorities will be delivered by the **Crime and Disorder Reduction Partnership (CDRP)**. This is a statutory partnership with a responsibility to discharge the duties described in the Crime and Disorder Act 1998 (as amended 2004). The overall aim of the CDRP is:

“To take the lead in making Uttlesford a safer and more pleasant environment in which to live grow and prosper, by reducing crime and disorder, and addressing the related health, economic and social costs of crime”.

Partnership Plan

The CDRP has its own Partnership Plan which outlines the priorities for tackling crime and disorder in the district. This three-year plan is based on an annual Strategic Assessment of current and emerging crime and disorder trends in the

district. As well as delivering on the priorities of the Strategy, the CDRP will work towards achieving specific targets outlined in the Partnership Plan.

Chair: Yvette Wetton, West Area Co-ordinator, Essex County Council

Lead Officer: Yasser Alromisse, Community Safety Officer, Uttlesford District Council

LAA2 targets

Uttlesford Futures 'has regard to' the following LAA priorities and indicators which reflect our ambitions under the 'Feeling safe' theme.

Priority 5: Essex roads are safer, less congested and everyone has access to essential services

NI 47 People killed or seriously injured in road traffic accidents

It is important to reduce those killed and injured on Essex Roads.

	Uttlesford	Essex
Baseline (2006/07)	93.6	1187
Target (2010/11)	KSI figures will be reported by district, but the nature of road casualties means that it is not appropriate for targets to be calculated for each district. The KSI target will be expressed at County level only.	712

Partnership Responsible: Essex Community Safety and Drug and Alcohol Strategic Partnership

Target Lead: Rosemary Welch, Network and Safety Manager, Essex County Council

Priority 7: Essex is a safe place to live

NI 17 Perceptions of anti-social behaviour

While levels of crime in Essex are relatively low, ASB is an issue that causes significant concern for communities and therefore actual levels and perceptions need to be addressed.

	Uttlesford	Essex
Baseline LGUSS (2006/07, %)	15.2	21.5
Target (2010/11, %)	13.7	19.4

Partnership Responsible: Essex Community Safety and Drug and Alcohol Strategic Partnership

Target Lead: Carmel Napier, Assistant Chief Constable, Essex Police

NI 39 Rate of hospital admissions per 100,000 for alcohol related harm

Alcohol misuse is widely regarded as playing a significant part in fuelling criminal and disorderly behaviour, ill health and loss of productivity at work. Recent reports have provided evidence of the success of investing in alcohol treatment.

	Uttlesford	Essex
Baseline (2007/08)	No baseline	1153
Target (2010/11)	No target	1337

Partnership Responsible: Essex Community Safety and Drug and Alcohol Strategic Partnership

Target Lead: Clare Butler, Strategic Manager, Essex Drug and Alcohol Action Team

NI 111 First time entrants to the Youth Justice System aged 10-17

This indicator is a priority because to be successful it requires early intervention activities that are delivered through a genuine partnership approach. It measures the effectiveness of these activities in stopping young people becoming the offenders of the future.

	Uttlesford	Essex
Baseline (2007/08)	No baseline	No baseline
Target (2010/11)	Targets will be negotiated once baseline data is available, and a national target has been set.	

Partnership Responsible: Essex Children and Young People's Strategic Board

Target Lead: Tanya Gillet, Head of Youth Offending Team, Essex County Council

NI 115 Substance misuse by young people

Reducing substance misuse by young people continues to be an important target. Substance misuse can result in physical, psychological and social problems for young people and often results in deteriorating educational performance.

	Uttlesford	Essex
2006/07 (AY) Baseline (%)	The NI Baseline data cannot be broken down to a district level. There is a possibility that the data will be capable of collection by district in the future.	20.7
Target (2010/11, %)		Targets will be negotiated once TellUs 3 data is available Autumn 2008.

Partnership Responsible: Essex Community Safety and Drug and Alcohol Strategic Partnership

Target Lead: Clare Butler, Strategic Manager, Essex Drug and Alcohol Action Team

LI 7.1 Repeat incidents of domestic violence

This type of crime impacts on the mental and physical health of victims and their families, and consequently has implications for a wide range of services.

	Uttlesford	Essex
Baseline (2007)	86	5015
Target (2010/11)	77	4522

* Data provided by Essex Police

Partnership Responsible: Essex Community Safety and Drug and Alcohol Strategic Partnership

Target Lead: Carmel Napier, Assistant Chief Constable, Essex Police

LI 7.2 Feeling safe

Essex residents display disproportionate levels of fear of crime compared to actual crime statistics. This indicator contributes significantly to the Quality of Life agenda and will benefit significantly from effective Essex partnerships. It measures the % of people saying they feel safe after dark.

	Uttlesford	Essex
Baseline (2007/08, %)	62.2	44.9
Target (2010/11, %)	67.8	50.8

* Baseline data provided from ECC Tracker Survey (Tracker 5)

Partnership Responsible: Essex Community Safety and Drug and Alcohol Strategic Partnership

Target Lead: Sam Grant, Head of Crime and Disorder Reduction, Essex County Council

Protecting the environment

Uttlesford Futures recognises the contribution that greater energy efficiency, use of renewable energy and recycling can make to meeting national and regional objectives relating to climate change.

Climate Change Impacts

The UK Climate Impacts Programme has predicted that the mean annual temperature increase for the Uttlesford area even in a low emissions scenario will be 2-3°C by 2070. Conditions that occurred in the 2003 heatwave will be the norm for summer. Summer rainfall will reduce by 45-60%, and winter rainfall will increase by 15-30%. Overall, the future local climate will resemble Portugal's current climate, and large changes will be required to adapt our society and its infrastructure to cope. This work needs to begin now.

Carbon Footprint

On a per capita basis, Uttlesford has much higher carbon dioxide emissions than the national average. Statistics for 2005 from Defra show that for domestic emissions Uttlesford is in the top 10% among English local authorities. Of the emissions that will be measured for NI186, which include all sources minus motorways, heavy industry and aviation, Uttlesford is in the top 20% (and the second highest in Essex). Particular problems arise from the rural nature of the district, which leads to dependence on private cars for transport and use of high emissions fuels for heating such as oil, LPG and electricity.

Energy Efficiency

Improving energy efficiency offers considerable potential for reducing emissions from the district while also reducing energy costs for householders and businesses. A survey carried out in 2006 showed that approximately half of the houses in the district would benefit from increased roof and wall insulation, most of which could be done at low cost. The involvement of public bodies, by setting an example, carrying out promotions, and offering advice and assistance is essential to ensure this potential is realised.

Renewable Energy

The government's strategy for increasing the supply of renewable energy will create opportunities and challenges for Uttlesford, such as the development of agricultural biomass production and wind farms. Low carbon and renewable 'microgeneration' technologies for single buildings or a grouping of buildings also have an important role to play. A study commissioned by Uttlesford Futures showed that a large proportion of the district's energy needs could be met by renewable and low carbon technologies located within the district. Uttlesford

Futures will have a key community leadership role to play in how this new industry develops.

Spatial Planning

Spatial planning must minimise greenhouse gas emissions from new development if an overall reduction from the district is to be achieved. Government policy is for new housing to be 'zero carbon' 2016, and commercial buildings zero carbon 2019, but the support of local authorities is crucial to achieving or preferably exceeding these targets. The future pattern of new development should also be built from sustainable materials, save water, minimise travel by car, preserve biodiversity and be well adapted for future climate change impacts.

Environmental Protection

Growth pressures will put increased stress on the district's natural and built environment. This includes nature conservation and key habitats, valued landscapes, heritage and historic features, air and water quality, water resources, outdoor recreation areas, and the undeveloped countryside. The challenge will be to manage urban growth so that it does not damage these assets and so that the district's quality of life (in environmental and health terms) can be maintained and enhanced.

Priorities

- Climate change mitigation
- Climate change adaptation
- Ensuring new development is sustainable
- Environmental protection
- Waste minimisation

Responsible working group

The priorities will be delivered by the **Environment (E)** Working Group.

Chair: Paul Garland, Sustainable Uttlesford

Lead Officer: Jake Roos, Energy Efficiency Surveyor, Uttlesford District Council

LAA2 targets

Uttlesford Futures 'has regard to' the following LAA priorities and indicators which reflect our ambitions under the 'Protecting the environment' theme.

Priority 9: A smaller carbon footprint with less waste

NI 186 Per capita CO₂ emissions in the local authority area

This indicator is important because it allows partners to look collectively at the action needed to lower carbon emissions in Essex and work together to achieve significant reductions across the whole local authority area, by looking at domestic, private and business emissions.

	Uttlesford	Essex
Baseline (2005) (Per Capita CO ₂ in tonnes)	9.14	6.82
Target (2010/11) (Per Capita CO ₂ in tonnes)	8.0	6.0**

*Targets based on DEFRA estimates of possible carbon savings at district level.

**Overall target for the life of the LAA – a reduction of 11.8% on the baseline (figure calculated as a mean of district figures)

Partnership Responsible: Sustainable Communities Partnership

Target Lead: Kevin Jones, Head of Environmental Strategy Branch, Essex County Council

NI 188 Planning to adapt to climate change

This indicator is important because it recognises the importance of taking action to adapt to climate change as well as working to mitigate against its effects, by managing the risks to local communities that will arise as the climate changes. The levels of performance are graded 0-4; the higher the number the better the performance.

Level 3 is defined as: comprehensive action plan and prioritised action in all priority areas, with climate impacts and risks embedded in decision making. Action plans include steps to achieve the existing objectives in all priority areas. Leadership and support is provided to local strategic partnerships in taking a risk based approach to managing major weather and climate vulnerabilities/opportunities.

	Uttlesford	Essex
Baseline (2007/08) (Level)	0	0
Target (Level) (2010/11)	3	3

Partnership Responsible: Sustainable Communities Partnership

Target Lead: Kevin Jones, Head of Environmental Strategy Branch, Essex County Council

Priority 10: A well managed environment

NI 197 Improved local biodiversity – proportion of local sites where positive conservation management has been or is being implemented

This indicator is important because achievement against it would help conserve and enhance Local Wildlife Sites (LoWS) which although adequately protected within the local planning system quickly lose their interest and biodiversity value in the absence of appropriate management. LoWS are essential to the protection of the county's wildlife, for example for every legally protected SSSI there are 20 LoWS. In addition they often represent the only 'wildspace' within easy reach of local communities. Consistent with the national indicator implementation of PCM serves as a cost effective proxy for assessing improvements in biodiversity. A small number of Local Geological Sites (LoGS) also need to be included.

* The definition of PCM follows that set out in the National Indicator. However, for the purposes of establishing the baseline, only LoWS with DEFRA, Natural England or Forestry Commission management schemes have been included. Collation of information relating to 'site management plans' or 'management guidance' will be available and encouraged by partners through this indicator.

		Uttlesford	Essex
LoWS		281	1440
Baseline (2007/08)	PCM	29	247
	%	10	17
Target (2010/11)	PCM	113	679
	%	40	47

Partnership Responsible: Sustainable Communities Partnership

Target Lead: John Hall, Director, Essex Wildlife Trust

LI 10.1 Progressing the Living Landscapes vision: the number of Living Landscapes Areas with a Management Vision

This local indicator is important because the Living Landscapes vision is to establish large areas of quality countryside throughout Essex which are good for wildlife, recognise the importance of history and culture and which integrate social and economic benefits for people. Living Landscapes are ecologically functioning landscapes (such as river catchments, woodland mosaics, diverse estuaries) that are large enough to provide resilience and connectivity for wildlife, access and enjoyment for people, sustainable, low carbon contributions to the economy and are able to adapt to climate change. Such Living Landscapes

bring great quality of life to local people and great interest to visitors and hence bring important social and economic as well as environmental benefits. The most important Living Landscape Areas are identified on a GIS layered map - there are between 2 and 9 in each district or borough. The important target is to get a Management Vision in place and to begin work to improve and promote the great value of these areas to Essex. Some Visions are in place – Dedham Vale, Colne Valley, Lee Valley, Epping Forest, Blackwater Estuary, Hatfield Forest, Galleywood Common, Hockley Woods – most are not – and these targets would aim to support those visions being in place so that further support and funds can then be secured.

	Uttlesford	Essex
Total no. of Living Landscapes	9	65
Baseline (2007/08)	1	8
Target (2010/11)*	4	41

* No. of Living Landscapes Visions

Partnership Responsible: Sustainable Communities Partnership
Target Lead: John Hall, Director, Essex Wildlife Trust

Getting around

Car ownership and use within Uttlesford is relatively high. 52% of households have 2 or more vehicles compared with 37% for Essex, only 12% of households have no car (2001 Census). Uttlesford Futures recognises the important role the car has in meeting transport and accessibility needs in this rural area and the challenge of promoting better use of public transport.

Priorities

- Reduce car travel by promoting realistic alternatives
- Improve cycling and walking facilities
- Provide accessible and up-to-date information on public transport
- Improve the condition of roads
- Promote the Safer Journeys to School initiative

Responsible working group

The priorities will be delivered by the **Transport and Accessibility (T&A)** Working Group. This is a new Working Group to be established in 2008.

Chair: TBA

Lead Officer: Jeremy Pine, Senior Planning Officer, Uttlesford District Council

LAA2 targets

Uttlesford Futures 'has regard to' the following LAA priorities and indicators which reflect our ambitions under the 'Getting around' theme.

Priority 5: Essex roads are safer, less congested and everyone has access to essential services

LI 5.1 Children travelling to school – mode of transport usually used

This indicator is considered to be important because it impacts on the health and well being of young people as well as easing problems with congestion.

	Uttlesford	Essex
Baseline (%)	Data is not collected at district level	28.9
Target (2010/11)		28.9

Partnership Responsible: Essex Children and Young People's Strategic Board

Target Lead: Richard Gravatt, Passenger Transport Strategy Manager, Essex County Council

LI 5.2 Access to services

Access to Services is a local Measure. Development of this measure will be led by the Rural Community Council for Essex, with specific proposals introduced at the November Essex Partnership Forum.

Partnership Responsible: Sustainable Communities Partnership

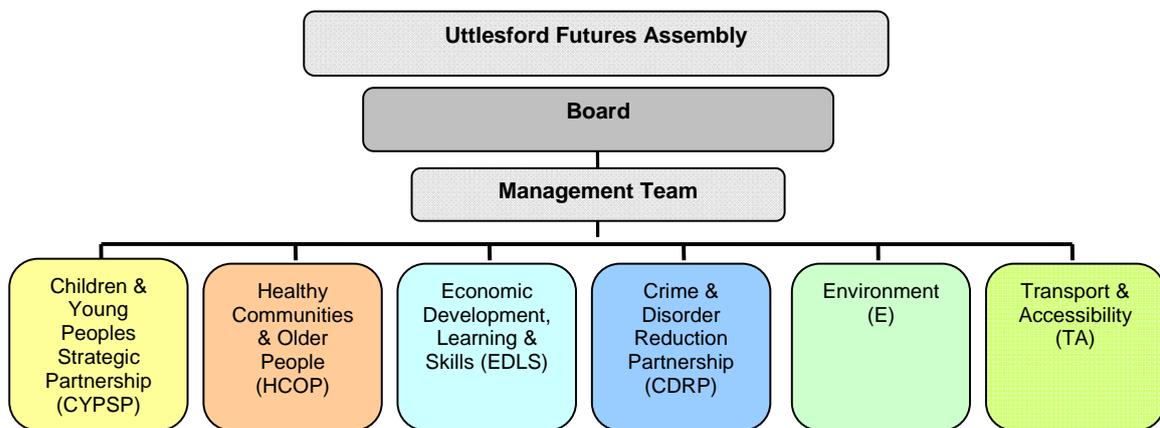
Target Lead: Nick Shuttleworth, Executive Director, Rural Community Council for Essex

Delivering the strategy

Uttlesford Futures

Uttlesford Futures is a strategic partnership which brings together representatives from the public, private, voluntary and community sector to improve the quality of life in the district. The Partnership is committed to the *Essex Compact* - a written understanding between the statutory, voluntary and community sectors and other partners about how they will co-operate. It recognises the contribution the voluntary and community sector makes in delivery of the Strategy.

Structure



Roles and responsibilities

The **Assembly** represents the views of Uttlesford Futures and Uttlesford residents, and provides a method of communicating with the wider community on partnership activities and for community issues to be fed through to the partnership.

The **Board** provides leadership to Uttlesford Futures and ensures successful development and delivery of the Partnership's vision and key strategies.

The **Management Team** provides a key support role to the Board by translating the strategic priorities into local action plans, driving practical delivery of agreed actions and addressing key local issues as they arise.

The **Working Groups** are drawn together to discuss and make proposals on specific issues, and lead on the development and delivery of agreed actions. Officer representatives provide specialist knowledge and expertise, ensuring that the actions deliver on the priorities set out in the Strategy.

Delivering and monitoring the strategy

The Strategy will be delivered via detailed action plans developed by the thematic Working Groups. These will provide information on how the priorities will be tackled on an annual basis, and will ensure that the actions remain flexible enough to include any issues that emerge as a high priority.

The Strategy will be monitored using the performance management framework. This sets out the reporting timescales for the strategy, action plans and indicators, providing evidence on how well the partnership is progressing against the vision and priorities for Uttlesford. Performance will be reported to the Management Team and Board on a quarterly basis.

Communication

A Communication Plan will be developed to ensure that progress on the Strategy is communicated effectively and regularly to stakeholders and the community.

Partner contacts

Contact details for key partners of Uttlesford Futures.

<p>Sue Sumner Chief Officer Council for Voluntary Services Uttlesford Tel: 01371 878400 www.cvsuttlesford.org.uk</p>	<p>Yvette Wetton West Area Co-ordinator Essex County Council Tel: 01245 436972 www.essex.gov.uk</p>
<p>Bill Secombe Divisional Commander Essex Fire and Rescue Service Tel: 01376 345537 www.essex-fire.gov.uk</p>	<p>Tim Newcomb Partnership Superintendent Essex Police Tel: 0300 333 4444 www.essex.police.uk</p>
<p>Joe Wrigley Chief Inspector Essex Police Tel: 0300 333 4444 www.essex.police.uk</p>	<p>Graham Fletcher Chair Federation of Small Businesses Tel: 01799 531313 www.fsb.org.uk</p>
<p>Steve Thacker Partnership Manager Learning and Skills Council Tel: 01245 550095 www.lsc.gov.uk</p>	<p>Paul Garland Chair Sustainable Uttlesford Tel: 01799 526565 www.uttlesford.gov.uk</p>
<p>Councillor Hamish McIlwrick Chair Uttlesford Association of Local Councils Tel: 01223 891991</p>	<p>Gaynor Bradley Community Partnerships Manager Uttlesford District Council Tel: 01799 510348 www.uttlesford.gov.uk</p>
<p>Alison Cowie Director of Public Health West Essex Primary Care Trust Tel: 01279 694727 www.westessexpct.nhs.uk</p>	<p>Toni Coles Locality Director West Essex Primary Care Trust Tel: 01371 767007 www.westessexpct.nhs.uk</p>

Further information on Uttlesford Futures can be found at www.uttlesford.gov.uk
Click on *Community Information*, then *Local Strategic Partnership*.