

# **ROCHFORD DISTRICT COUNCIL CORPORATE PLAN 2006 – 2010**

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## **Message from the Leader and Chief Executive**

(Why we've got a corporate strategy, and why we've set it out in this document and in other versions for different audiences. Photos and signatures).

## **INTRODUCTION**

This Corporate plan is our way of setting out how we manage the business of the council for the benefit of the community. It documents our current position, where we want to progress to, and sets out the links with our **Annual Performance Plan (APP)**. It tells us what our priorities and targets are for the financial year 2006/2007.

Throughout the year, you can use this document to check and monitor that we are doing what we said we would do, and how we said we would do it. You can use the APP, and quarterly committee reports to monitor our performance to check we are still on track to achieve our priorities – what areas are slipping and need attention, and what areas of work we have successfully completed. Together, Members and Officers can use this document to make sure the Council is going forward by meeting the needs of our community and stakeholders, and, that we are on track to make the Vision for Rochford a reality.

### **How an Elected Member can use this document**

As a Member, you can use this document to help:

- Prepare you for Committee meetings, particularly at the meetings where officers report progress against our key priorities (on a quarterly basis). This document, and the APP, will help you focus on areas that are of a particular interest to you and your constituents. This document, and the APP, can also help you decide whether the Council is offering value for money
- Get an appreciation of all the different services the Council and its partners deliver
- Understand what our priorities are for this year and into the medium and longer term
- Agree our priorities for next year

### **How a member of staff can use this document**

As a member of staff, you can use this document to help:

- Get an appreciation of the types of services the Council offers and whether they offer value for money
- Understand the direction in which the Council is going (our Vision and Aims)

- Understand what our priorities are for this year and into the medium and longer term
- Understand how the work you do helps the Council achieve its Vision and Aims
- Understand that your divisional service plans supports this plan

### **How a resident, stakeholder or partner can use this document**

As a resident, stakeholder or partner you can use this document to help:

- Get an appreciation of all the different services the Council offers;
- Understand the direction in which the Council is going (our Vision and Aims)
- Understand what our priorities are for this year and into the medium and longer term

Please let us know what you think of this plan and how we can improve it, we will be reviewing and revising it each year. You can let us know what you think, by emailing [information@rochford.gov.uk](mailto:information@rochford.gov.uk) or phoning 01702 546366 and asking for the Corporate Policy Unit.

## **VISION FOR ROCHFORD**

The Council's Vision for the District is..... **to make Rochford the place of choice in the County, to live, work and visit.**

This plan is about how the Council brings together the Vision for Rochford, the Community Strategy, the Thames Gateway South Essex Strategy, with the Aims of the Council and its Values, to work out what it needs to deliver for the whole community of Rochford.

### **Our Community Strategy**

In 2004/5, we published a Community Strategy for the District. The strategy was put together by a partnership of the District Council, the County Council, the Parishes, the Health Service, the Police, business and voluntary sectors, as well as education and training providers in the area. This grouping is called the Local Strategic Partnership (LSP). The key themes within the Community Strategy revolved around:

- Feeling safe
- Looking after our environment
- A good education, good skills and good jobs
- Healthy living
- Getting around
- An inclusive community

These themes fit closely with our own Aims. The Community Strategy incorporates a five-year action plan that takes into account the views obtained from widespread consultation with local communities. It also recognises the District's location relative to the Thames Gateway, a national priority area for regeneration identified by Central Government.

## **Thames Gateway South Essex**

Although only a part of the District lies within the Gateway boundary, the future of the District is very much part of the Thames Gateway South Essex Agenda. For Rochford, our long-term ambition is to be the green part of the Gateway, developing the District as an area for leisure, recreation and tourism.

### **Our Aims**

To help us realise the Vision for Rochford, we have adopted six principal Aims, some of which are best delivered directly by Council services, and others that are best delivered through working with other organisations, our partners in and around the District.

These aims are to:

1. Provide quality, cost effective services
2. Work towards a safer and more caring community
3. Provide a green and sustainable environment
4. Encourage a thriving local economy
5. Improve the quality of life for people in our District
6. Maintain and enhance our local heritage

## **Our Values**

As part of our day-to-day working, the Council operates a code of conduct to:

- Act with integrity
- Be open and transparent about what we do
- Respect others and treat people courteously and equally
- Be responsive to customer needs and requests
- Always try and improve on what we do
- Work with others to improve what we do both directly and through partnership working

## **How we measure our progress**

We will measure our progress towards our overall Vision through:

- What we achieve against the targets we set for ourselves and for the partnerships we have
- Compare ourselves against national and local performance indicators to see how good we are
- Consult the community for their views on what needs to be done
- Carry out satisfaction surveys to check the community is happy with what we have done
- Knowing the number and type of complaints we receive and the number of those that go on to the ombudsman for investigation
- Being recognised for our good work through national and regional award schemes and initiatives

## THE COUNCIL'S CURRENT POSITION

To be able to realise the Vision for Rochford we need to know where we are in terms of our community's current needs, our current resources and how well we use these – our performance. Set out below is some basic information (2004 to 2006) that gives us a picture of what we are dealing with and who for:

Council's net expenditure	Net expenditure 2005/06 = £8.6m, 2006/07 £9.7m
Area of the Rochford district	17094 hectares 65 square miles
Total population	<b>78489</b>
Population from a mixed or minority background	<b>1.7%</b>
Level of deprivation	313th least deprived out of 354 districts
Number of dwellings	33689
Number of private dwellings (including Social Housing providers)	31940
Number of council dwellings	1749
Council dwellings - general housing	1319
Council dwellings - OAP and sheltered units	430
Owner occupation	<b>86% (national average 71%)</b>
Proportion of 1-person households	<b>25% (national average 30%)</b>

## **How we are currently doing**

To be able to work out where we need to improve, we need to know where we currently are in terms of what we do and how well we do it. We take information from a variety of sources to make sure we get a full picture of how well the Council is doing. These sources include the Audit Commission who carry out assessments of us as a whole Council, as well as assessments of individual services, our external auditors who assess our financial and performance management, customer satisfaction surveys and staff surveys. All this information gives us a good picture of what others think of what we do and we use it to shape our services for the future so we can meet the expectations of the community.

## **Audit Commission and External Audit feedback**

The Audit Commission in its latest Corporate Performance Assessment (CPA) of the Council published in September 2004 gave us the following feedback.

Some things we do well:

- Provides some good-quality services, such as leisure and income collection. Overall, public satisfaction is high
- To build capacity for improved services, the Council works well in partnership with other organisations and is successful in attracting external funding

Some things we need to improve on:

- Its ambition for its services is limited by a reaction to funding levels
- Its priorities are not based on a clear understanding of the needs of local people and are not balanced with national priorities
- It has limited capacity for change and is reliant on planned increases in council tax, which is significantly above inflation, and external funding to deliver its plans
- Services for vulnerable people, such as benefits and homelessness, are weak

- It is making slow progress with improving services and developing its future plans

Since then we've had a follow up CPA progress report from the Audit Commission. It said it found that the Council is progressing well and is working with partners to improve local services, such as recycling. Locally important projects have also been successfully delivered such as improvements in leisure provision, with work also underway on the construction of a new facility in Rayleigh.

Some previously poorly performing services have been improved, including the Benefits Service, homelessness, and customer access to the Council. However, performance management is still not as effective as it should be and this hinders the certainty of delivering ongoing improvements to services.

Ian Davidson, the Audit Commission's Relationship manager, said:

"The Council has made good progress to address some key weaknesses identified in CPA 2004. Services to local people have improved and partnerships are delivering some large projects. However plans to deliver priorities need to be developed and supported by good performance management."

### **Residents General Satisfaction Survey 2005 Results**

Final figures issued by the Audit Commission confirm that for overall satisfaction Rochford District Council is in the top 25 per cent of authorities in England and Wales and second highest of all the Essex authorities.

The General Satisfaction Survey of all 388 authorities, conducted every three years, aims to find out what people like or dislike about how their council runs things. This independent survey shows Rochford District Council to be among the best performers for cleanliness, recycling, parks and open spaces.

Improvements since the last survey include the delivery of web services, the proportion of non-decent homes and satisfaction with the planning service.

Cllr Terry Cutmore, Leader of Rochford District Council, said: “This independent survey confirms that despite receiving the lowest grant and being the lowest spending council per head in Essex, Rochford District Council remains a top performer. The council is aware that it needs to improve its performance in areas where it compared less favourably such as waste collection, complaint handling and the processing of business rates. We have already planned measures to remedy this for the 2006 survey.”

Residents expressed satisfaction with provision of recycling facilities around the District.

- Seventy four per cent of residents were satisfied, compared with 68 per cent in all other councils.
- Parks and spaces got a resounding 79 per cent approval rate, against 71 per cent for all councils.
- On overall satisfaction, the rate was 63 per cent for Rochford District Council, against 55 per cent for all councils.

This table shows the satisfaction ratings the Council achieved compared to other councils:

	<b><u>Rochford</u></b>	<b>All other authorities</b>	<b>All District authorities</b>	<b>East of England area</b>
<b>Cleanliness</b>	<b>67</b>	60	63	62
<b>Local recycling</b>	<b>74</b>	68	71	69
<b>Parks and open spaces</b>	<b>79</b>	71	72	72
<b>Household waste collection</b>	<b>85</b>	84	86	84

## ACHIEVING ROCHFORD'S VISION

To achieve **Rochford's Vision** we use a system that helps us determine the who, what, when, where, why and how, of our **Aims**. We do this through our **strategic framework** that brings together the **budget and capital strategy** and the **medium term business planning process**. These are complemented by our **annual business cycle of reviews and revisions**, and **performance monitoring**. Our **annual divisional service plans** will use information from these strategies to set out each divisions role in delivering services for Rochford. They are also used with the **APP** to ensure we keep on track to deliver what we say we will deliver.

### Strategic framework

#### 1. How we work out what we must do for Rochford

As with any local authority we have a number of drivers that determine what we must do. These are: -

- Our statutory obligations – enforcing certain laws and regulations e.g. food safety to protect the community from becoming ill, or planning regulations to ensure developments are appropriate for the district
- Political will – the decisions Members make to decide the budget priorities for the coming year
- Central government policy – national priorities such as **recycling and reuse**
- Regional initiatives – e.g. the Thames Gateway regeneration project, where we can play our part in an attempt to ensure the District benefits from this major regeneration initiative
- Community consultation – finding out on a regular basis what the community of Rochford wants the Council to focus on. **Our Sept 2004 CPA report said we needed to do more on this to make sure we are delivering what the community needs and wants, so we are reviewing and revising our communications and consultation strategies to ensure we do this as efficiently and effectively as possible**
- Finances – making the best use of our finances to deliver our services while keeping the council tax bills acceptable to the community
- Service reviews to improve the way we deliver services to give value for money

- Plans already in progress – much of our work requires us to work on specific plans over a number of years e.g. the Local Development Plan which is about to be adopted and will form the framework for planning decisions up to 2011
- Corporate Performance Assessment (CPA) and the External Auditors reports – these identify where we have to improve our services compared to other councils and the national standards set by the Audit Commission, as well as learn from best practice
- New issues – these can be anything from changes in statutory requirements, new central government initiatives or pressures to change where performance needs to improve to meet growing public expectations.

## **2. How we choose what we would like to do for Rochford**

Although we have many services we are required to provide by law, there is still some room to secure resources for things the Council wants to do for the community. The Council decides these by:

- Political will – those priorities that the councillors know will contribute to their manifesto pledges e.g. the new Rayleigh Leisure Centre
- Community consultation – issues that the community would like to see progressed e.g. the safe, clean and green initiative
- Funding opportunities – increasingly these are significant sources of money, either from Europe or the UK, that help improve our natural environment or help provide recreation and leisure facilities. We access these by putting a bid together demonstrating how the funding will improve the lives of local people and competing against other councils for the funds, e.g. The Rayleigh Windmill refurbishment, Websters Way Highway and Car Park improvements, enhancements to our industrial estates and works to Cherry Orchard Jubilee Country park, all funded via Thames Gateway South Essex.

## **3. How we finally decide what we do for Rochford**

This is done through our annual budget making process where Members listen to the evidence, weigh up the benefits and risks and make sure the Council is delivering to its statutory obligations, and the Vision and Aims through its strategic objectives and budget priorities as well as focusing on relevant central government initiatives. If Members are asked to consider an option that doesn't

satisfy the Council's Vision and Aims, isn't statutory and doesn't fit with our strategic objectives or relevant central government initiatives, it isn't likely to get approved, unless it is totally self-funding. This way the Council's resources aren't being diverted away from its Vision and Aims and things it needs to do by law.

#### **4. How staff know what they are supposed to do for Rochford**

After the budget decisions have been made, Heads of Service in the Council finalise their annual divisional service plans setting out how their service will deliver what the council has decided on. These plans show how the Vision and Aims of the Council, the key priorities, and most importantly the team and individual work plans for the year, all join together.

From these plans every member of staff has a plan of work set out focusing either individually or with other team members, where appropriate on what needs to be done, the deadline for delivery and the desired outcome, as well as what training and development they might need. This process is known as performance and development review (PDR). The Council manages the development of its staff to such a good standard that it has been recognised as an Investor in People. See [www.investorsinpeople.co.uk](http://www.investorsinpeople.co.uk) for more information.

#### **5. Making sure we keep on improving**

To be able to reassure all our stakeholders, and ourselves, that we are delivering what we say we will deliver, and that we are providing value for money, Members and officers use information from a number of sources to steer our work to successful outcomes. These include:

- Learning from our past performance – looking at what we've done in the past, how well we've done it, and how we can spread that learning across everything we do. Our piloting of initiatives, our performance indicators, satisfaction surveys and Annual External Audit Letter all help with this
- Monitoring our current performance and making arrangements to keep on track – by getting up to date information from internal and external sources on how we are performing and making improvements where we think we might not hit our

targets. Our performance indicators, customer feedback, customer complaints and project management processes help with this

- Planning our future improvements in performance - by using input from internal and external sources, to help shape how best to organise our finances and staff, or work with partners in the future. Our performance indicators, customer feedback and feedback from partners helps with this.
- We also conduct best value reviews, benchmark with other councils to research best practice and then see how we could use this information to shape how we could deliver better services for the benefit of the community.

## **6. How we know that we've done what we said we would do - what success looks like**

Being able to set out clearly what the Council wants to achieve for its community in a world of constant change, then keep it on track, amend it where necessary, and deliver it on time to the communities satisfaction is a real challenge.

Working with partners and stakeholders from all sectors, is of critical importance to the Council. Being able to describe its Vision and Aims so that everyone can get a clear picture of what the outcome will look like is very important. We will use SMART (Specific, Measurable, Achievable, Realistic and Timely) objectives in our divisional service planning where appropriate to be able to set out what needs to be done, and what the desired outcome will look like, so when it happens everyone, whether members of staff or the community, can recognise it.

Communicating this within the Council and to the community, our partners and stakeholders needs effective, frequent and easily understandable communications to ensure no one is left without information, and everyone's expectations are managed. Only then, when we ask the community what they think of the work we do, will we know how well we have done.

Other bodies such as the Audit Commission, etc also have their views of how well we have done. We will make sure we do not lose any of this learning by regularly feeding it into this corporate plan and then the divisional service plans.

## **7. How it all comes together**

It's important for the Council, with its partners, to be able to clearly describe the Vision for Rochford so everyone, community, staff, partners and stakeholders have the same picture. This picture is enhanced further by the Community Strategy, the Local Development Plan and the Thames Gateway South Essex Agenda, and other strategies and Government initiatives. The picture is then given more detail by the Council setting out its Aims, these give everyone an idea of the quality of what the Council wants to achieve, and the objectives from the budget priorities set out what services have to deliver. Services take all this information and put it with statutory requirements, new areas of work and improvements that need to be made, to work out what teams and individuals have to do over the coming year. These divisional service plans are important as they set out the targets staff have to reach and how to get there. So every year each member of staff knows what they need to carry out on a day –to-day basis as well as any project work they are involved in delivering. Whether its organising Council meetings, keeping the website up and running, dealing with planning applications or assessing benefits claims, each member of staff knows what they are here to do.

## **OUR PROGRESS SINCE LAST YEAR (2005/6)**

Some of the Council's work is project managed, as some pieces of work can take time and significant resources to come to life. Listed below are some of the projects we have been working on; they make for an exciting 2006 for our community.

- Rayleigh Leisure Centre to be opened to the public on 13 May 2006 – on programme
- Rayleigh Windmill Refurbishment completed by August 2005
- Rayleigh Sensory Garden carried out with opening planned for June 2006
- Kerbside recycling now expanded to 96% of the District with the final expansion to flats by June 2006. Unfortunately we did not meet the 18% recycling target we set ourselves for 2005/06. However we should meet this shortly.
- Kerbside Green waste “buy in” scheme launched in July 2005
- The Green Initiatives Environmental Campaign “Cleaner Greener Safer” launched publically in September 2005
- New frail elderly housing scheme completed March 2006

## **OUR FOCUS FOR 2006/7 AND BEYOND**

So now we've set out how we go about deciding what the Council is going to deliver, we need to give some more detail to those priorities so that our staff, community, partners and stakeholders have a clear understanding of what we will be focussing on this year.

### **Plans for this year**

Each of the Councils Aims has internal strategies, policies and plans that support it and move the Council towards achieving that Aim. This year the Council has decided that the following key projects/service developments be monitored as part of a revised Performance Management System. They include:

- Recycling
- Cherry Orchard Jubilee Country Park
- Lighting in Alleyways
- Clean, Green and Safe Environment Activities
- Gardening/Handyman Service
- Benefits/Council Tax
- Rochford Cemetery
- Carry out a ballot of tenants and leaseholders to determine whether we transfer our housing stock to a housing association

The committee responsible for monitoring these will be the Policy Finance and Strategic Performance Committee.

**Aim 1 - Provide quality, cost effective services**

Action	Associated strategies/plans/budget priorities and Aims it supports	Resources to deliver	Who is responsible for delivery	Delivery completion date	What success looks like
Commence the renewal of the Refuse, Street Cleansing and Grounds Maintenance Contracts due in April 2008	Waste Strategy, Recycling targets, Cleaner, Greener, Safer targets	New staff – Streetscene Manager to be recruited in April 2006	Leisure and Contracts Manager	April 2008	New contracts in place and smooth transition to new service provider
Improved overview and scrutiny process	New item in 06/07 budget; area of criticism in CPA	Recruitment of overview and scrutiny officer	HAMS	From June 2006	New Review Committee working effectively with a positive impact on the development of services and customer interaction with the Council
Improved website with further developed online services and improved customer Focus	New item in 06/07 budget; supports IEG statement	Recruitment of dedicated web services development manager	HAMS	From June 2006	Easier access for residents to services to develop 24/7 access via the web

Continued Improvement of the Benefit Service	Budget allocation to continue Capita contract and work towards chartermark status	Already in place	Revenue & Benefits Manager	Ongoing	Continued improvement in performance to top quartile. Chartermark obtained. Further developments of Partnership working with Chelmsford & Maldon
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**Aim 2 - Work towards a safer and more caring community**

<b>Action</b>	<b>Associated strategies/plans/budget priorities and Aims it supports</b>	<b>Resources to deliver</b>	<b>Who is responsible for delivery</b>	<b>Delivery completion date</b>	<b>What success looks like</b>
Improve lighting in Alleyways that are the responsibility of RDC	Crime & Disorder Reduction Strategy	Additional budget of £5,000 agreed	Property Maintenance and Highways Manager	Autumn 2006	Improved lighting that makes people feel safer when using these alleyways
Complete purchase of additional land to extend Rochford Cemetery and start initial preparation works		Capital allocation in budget	Head of Legal Services	Purchase complete by June 2006. Provisional works underway by end of the year	Land acquired, works underway
Expand provision of handyman and gardening service for older residents	Crime & Disorder Reduction Strategy Housing Strategy	Additional £10,000 in budget	Springboard Housing/Residential Services Manager	From June 2006	Additional numbers of residents assisted

**Aim 3 - Provide a green and sustainable environment**

<b>Action</b>	<b>Associated strategies/plans/budget priorities and Aims it supports</b>	<b>Resources to deliver</b>	<b>Who is responsible for delivery</b>	<b>Delivery completion date</b>	<b>What success looks like</b>
Expand kerbside recycling to flats in the District	Waste Management & Recycling. Forward Plan to 2008	Current Contract	Leisure and Contracts Manager	From June 2006	Kerbside recycling to 98% of the District
Implement recycling education awareness campaign	Waste Management & Recycling. Forward Plan to 2008	Staff time and Waste Performance & efficiency Grant	Leisure and Contracts Manager	Start in Summer and run throughout the year	10% lift on current recycling tonnages from kerbside recycling scheme
Increased participation on Green garden waste recycling scheme	Waste Management & Recycling. Forward Plan to 2008	Current Green waste contract/staff time	Green Recycling of Maldon/Leisure & Contracts Manager	March 2007	2000 households enrolled in scheme

#### Aim 4 - Encourage a thriving local economy

Action	Associated strategies/plans/budget priorities and Aims it supports	Resources to deliver	Who is responsible for delivery	Delivery completion date	What success looks like
Prepare Destination Rochford Publication with associated website development to aid tourism in District		Budget provision made	Economic Development Officer	March 2007	Publication circulated website operational
Revamp literature in connection with walks, activities heritage/churches		Budget provision made	Economic Development Officer	March 2007	Publications upgraded
Review our Economic Development Strategy & Associated Action Plan	Local Development Plan, Community Strategy	Existing Staff and budget	Economic Development Officer	November 2006	New Strategy agreed and operational

**Aim 5 - Improve the quality of life for people in our District**

<b>Action</b>	<b>Associated strategies/plans/budget priorities and Aims it supports</b>	<b>Resources to deliver</b>	<b>Who is responsible for delivery</b>	<b>Delivery completion date</b>	<b>What success looks like</b>
Consolidate and expand Cherry Orchard Jubilee Country Park	Rochford District Local Development Plan	Money in capital programme. Bid also made to TGSE for funding to purchase and layout additional land	Leisure and Contracts Manager	Following adaption of local plan, seek Council decision on purchase prior to summer recess. Negotiation then ongoing	Additional land acquired for expansion works to facilitate improved public access
Open the new Rayleigh leisure Centre		Capital programme ECC Holmes Place	Leisure and Contracts Manager	May 2006	Centre well used by residents of the District
Provision of a sensory garden for public use adjacent to the Rayleigh Windmill		Grant funding Council budget Officer resource	Property Maintenance & Highways Manager	June 2006	As a community garden, ongoing projects with the Arts Development Officer would ensure community involvement
Progress towards achieving decent homes standard for all of our tenants	Housing Strategy. HRA Business Plan	Current budgets	Corporate Director (ES)	Ballot of tenants and leaseholders, Autumn 2006. Decent Homes standard achieved 2010	Ballot completed . Plans in place to achieve Decent Homes by 2010

**Aim 6 - Maintain and enhance our local heritage**

<b>Action</b>	<b>Associated strategies/plans/budget priorities and Aims it supports</b>	<b>Resources to deliver</b>	<b>Who is responsible for delivery</b>	<b>Delivery completion date</b>	<b>What success looks like</b>
Open the Windmill Museum to the Public		Grant Funding	Property maintenance and Highways Manager	June 2006	Windmill open on a regular basis to the public

## **Our medium to longer term plans**

Some of the work the Council has already started, or is due to start in 2006/7. Each year, when we republish this plan we will update this so you can see how well we are doing.

Key projects for us over the medium to longer term include:

- Subject to a positive tenant ballot, transfer our housing stock by Summer 2007
- Progress our work on the new long term planning framework for the District – the Local Development Framework – to be in place by 2008. This will provide a land use planning document for the District covering the period to 2021.
- Cherry Orchard Jubilee Country Park and the Rochford Cemetery extension will also be continuing into the medium and longer term.

## **How we keep this strategy up to date and relevant for our different audiences**

This plan sets out what we as a Council need to set out for ourselves, the community, our partners and other stakeholders. As with any document that sets out information we know it will change over time, and so it should do! We've set out here how we go about delivering what we deliver to the community, the pressures we have to manage, and the priorities we know we must focus on; over time these things change. What also changes but not quite as much are the processes we put in place – the how we do things - although we know from recent feedback we must also improve some of these processes to make sure we are working in the best way possible. So this document is very much a work in progress and each year you will see it developing and improving to reflect the developments and improvements we are achieving, and the new goals that are set for us.

The Corporate Policy Unit is responsible for keeping this document up to date and publishing it annually for many different audiences. So you might want to read the whole document each year, or just get a summary of what's been achieved and what's going to happen next. For 2005/6 this document can be provided in large print, Braille or other languages, in hard copy and on the councils website. In future years we will use it as part of our consultation programme to make sure we all know what the Council is doing.

This year, the Community Strategy is due to be revised, and this will have a major impact on what we do in the future, we'll make sure that the revised Community Strategy is then reflected in this document to join all our actions together in one place, so making our divisional service plans easier to develop and deliver.

If you want a copy of this document in large print, Braille or a language other than English please contact us by emailing [information@rochford.gov.uk](mailto:information@rochford.gov.uk) or phoning 01702 546366 and asking for the Corporate Policy Unit. You can see a copy of this document on our website and there are hard copies in our contact centres and local libraries.

We want to know what you think of this plan, the way we've published it, the way we've said we will work on priorities. So whatever your comments, good, or bad we want to know - please contact the Corporate Policy Unit (as detailed above) we really want to know what you think.