

## Corporate Plan: 2015-2020 KEY ACTION PLAN 2017-2018

Action	Lead Directorate	Responsibility for Achievement	Target Date	Select Committee review	
Aim (i) To ensure that the Council has appropriate resources, on an ongoing basis, to fund its statutory duties and appropriate discretionary services whilst continuing to keep Council Tax low.					
Key Objective (a) To ensure that the Council's Medium Term Financial Strategy plans to meet the Council's financial and service requirements for any forward five year period, whilst minimising any reliance on Government funding.					
1	Implement the outcomes of the Council's review of the future options for the HRA Financial Plan, in the light of the Government's requirement to reduce Council rents by 1% p/a for 4 years and to sell "higher value" empty Council properties.	Communities	Director of Communities	March 2018	Com
2	Commence the sale of "higher value" empty Council properties, in order to pay the required annual levy to the Government and meet the requirements of the Housing and Planning Act 2016 and associated guidance	Communities	Asst. Director (Private Housing and Communities Support)	July 2017	Com
3	Deliver the savings identified for 2017/18 in the business cases approved by Members	Management Board	Chief Executive	March 2018	Res
4	Progress preparations for delivering savings for 2018/19 within the MTFS	Management Board	Chief Executive	March 2018	Res
5	Develop additional business cases, including the use of the invest to save fund, to address the need for net savings in subsequent years.	Management Board	Chief Executive	Sept. 2017	Res

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<p>Key Objective (b) To continue to review and develop the Council's own assets and landholdings for appropriate uses, in order to maximise revenue streams and capital receipts, and to deliver the following key projects:</p> <ul style="list-style-type: none"> <li>■ The Epping Forest Shopping Park, Loughton</li> <li>■ St John's Redevelopment Scheme, Epping</li> <li>■ Council Housebuilding Programme</li> <li>■ North Weald Airfield</li> </ul>					
1	Complete Phase 1 of the Council Housebuilding Programme to provide 23 new affordable rented homes in Waltham Abbey	Communities	Assistant Director. (Housing Property & Development)	May 2017	Com
2	Complete Phase 2 of the Council Housebuilding Programme to provide 51 new affordable rented homes at Burton Road, Loughton.	Communities	Assistant Director. (Housing Property & Development)	Dec 2017	Com
3	Complete Phase 3 of the Council Housebuilding Programme to provide 34 new affordable homes for rent in North Weald, Ongar, Epping and Coopersale	Communities	Assistant Director. (Housing Property & Development)	March 2018	Com
4	Commence Phase 4 of the Council Housebuilding Programme to provide [X] new affordable homes for rent in Loughton	Communities	Assistant Director. (Housing Property & Development)	May 2017	Com
5	Complete the construction of a new Housing Repairs and Maintenance Hub at Blenheim Way, North Weald and relocate the Housing Repairs Service from the Epping Depot, together with the Housing Assets Team from the Civic Offices, Epping.	Communities	Assistant Director. (Housing Property & Development)	March 2018	Com

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6	<i>[Subject to the agreement of the Cabinet ]</i> Sell the Council-owned nursery site at Pyrles Lane, Loughton and enter into a Development Agreement with the purchaser for the Council to purchase the affordable rented homes provided on the site, as part of the Council's Housebuilding Programme	Communities	Director of Communities	June 2017	Com
7	Purchase 8 affordable rented properties from the private developer of the development at Barnfield, Roydon as part of the Council Housebuilding Programme	Communities	Assistant Director. (Housing Property & Development)	March 2018	Com
8	Amend the Council's Tenancy Policy to ensure it complies with the Housing and Planning Act 2016 and the Government's new Statutory Guidance on Fixed-term Tenancies	Communities	Asst. Director (Housing Operations)	May 2017	Com
9	Review and, if necessary, revise the Council's Housing Allocations Scheme, to ensure that it enables the best use of the Council's housing stock and complies with the requirements of the Housing and Planning Act 2016	Communities	Asst. Director (Housing Operations)	March 2018	Com
Key Objective (c) To explore appropriate opportunities to make savings and increase income through the shared delivery of services with other organisations, where such arrangements would provide improved and/or more cost effective outcomes.					
1	Enter into a further long-term Management Agreement with Broxbourne BC for the management of Lowewood Museum	Communities	Asst. Director (Community Services and Safety)	June 2017	Com
2	Subject to the successful receipt of Resilience Funding from Arts Council England, explore the potential for shared delivery opportunities with Chelmsford BC for museum and cultural services	Communities	Asst. Director (Community Services and Safety)	March 2018	Com

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3	Explore the expansion of legal services provided to other authorities	Governance	Asst. Director (Legal Services)	Dec 2017	Gov
4	Let a new off-street parking contract to an alternative provider to increase efficiency and reduce costs and managing the Council's car parks.	Neighbourhoods	Director of Neighbourhoods	April 2017	Nei
5	To appoint a new leisure management partner to manage the Council's leisure facilities and develop a new centre in Waltham Abbey achieving savings on the current cost of the same	Neighbourhoods	Director of Neighbourhoods	April 2017	Nei
6	Provide payroll service jointly with Braintree & Colchester Councils and sign up at least one more partner authority or one other authority to buy in our service.	Resources	Assistant Director (HR)	March 2018	Res

**Aim (ii) To ensure that the Council has a sound and approved Local Plan and commences its subsequent delivery**

**Key Objective (a) To produce a sound Local Plan, following consultation with local residents and working with neighbouring councils, that meets the needs of our communities whilst minimising the impact on the District's Green Belt.**

1	Update the Council's Housing Strategy, following production of the Draft Local Plan (Preferred Options Approach).	Communities	Director of Communities	June 2017	Com
2	Implement the Nursery Workers Accommodation Action Plan, to ensure that the accommodation provided to nursery workers is fit for purpose	Communities	Asst. Director (Private Housing & Communities Support)	March 2018	Com

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Key Objective (b) To increase opportunities for sustainable economic development within the District, in order to increase local employment opportunities for residents.					
1	To achieve an adopted Local Plan containing the assessed additional request for employment land with respect to new site allocations	Neighbourhoods	Director of Neighbourhoods	October 2017	Nei
2	Expand/amend the Council's apprenticeship scheme for the Apprenticeship Levy for the district's young people, providing sustainable employment opportunities.	Resources	Assistant Director (HR)	March 2018	Res
Key Objective (c) To deliver the Council's new Leisure and Cultural Strategy, in order to maximise participation and value for money in the provision of leisure and cultural services to local residents and visitors.					
1	Subject to the successful receipt of Resilience Funding from Arts Council England, commence the establishment of a Museum Development Trust in order to lever in additional external funding and increase income from commercial activities for the Epping Forest District Museum	Communities	Asst. Director (Community Services and Safety)	March 2018	Com
Aim (iii) To ensure that the Council adopts a modern approach to the delivery of its services and that they are efficient, effective and fit for purpose.					
Key Objective (a) To have efficient arrangements in place to enable customers to easily contact the Council, in a variety of convenient ways, and in most cases have their service needs met effectively on first contact.					
1	Take forward proposals to amalgamate the contact centre and reception points	Governance	Asst. Director (Governance and Performance Management)	March 2018	Gov

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2	Self-service facility fully operational in Revenues to enable individuals and businesses to sign up to receive bills electronically and manage their accounts.	Resources	Assistant Director (Revenues)	Sept. 2017	Res
Key Objective (b) To utilise modern technology to enable Council officers and members to work more effectively, in order to provide enhanced services to customers and make Council services and information easier to access.					
1	Implement the Government's "Pay to Stay" regime for Council tenants following the receipt of Government Regulations	Communities	Asst. Director (Private Housing & Communities Support)	May 2017	Com
2	Trial with Northgate a system for remote working for Business Control and Development Control officers	Governance	Asst. Director (Development Management)	Mar 2018	Gov
3	Continue the implementation of the Council's ICT Strategy, with priority given to schemes supporting mobile and flexible working.	Resources	Assistant Director (ICT & Facilities Management)	March 2018	Res
4	Implement the use of electronic benefit claim forms.	Resources	Assistant Director (Benefits)	Sept. 2017	Res
5	Implement full scanning of post at point of entry.	Resources	Assistant Directors (Benefits/HR)	Sept. 2017	Res

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6	Use of SMS to remind customers when payment due.	Resources	Assistant Director (Revenues)	Sept. 2017	Res
Key Objective (c) To ensure that the Council understands the effects of an ageing population within the District and works with other agencies to make appropriate plans and arrangements to respond to these effects.					
1	Implement the agreed Action Plan for the future delivery of services to older people, following completion of the study into the effects of an ageing population on the Council	Communities	Asst. Director (Community Services and Safety)	March 2018	Com
2	[Additional key actions to be inserted following approval of the Ageing Population Action Plan by Cabinet]	[ TBA ]	[ TBA ]	[ TBA ]	
3	Review the approach to the delivery of housing support at the Council's sheltered housing schemes in the District.	Communities	Assistant Director (Housing Operations)	May 2017	Com
4	Review the Council's sheltered housing stock assets, with a view to rationalisation and modernisation through a strategic approach.	Communities	Director of Communities	May 2017	Com