

DRAFT KEY OBJECTIVES 2011/12

Key Objective	Action(s)	Target(s)/How Measured	Links to Medium-Term Aims, the Budget and other Corporate Documents)
<p>(1) To review the Council's commercial landholdings in order to coordinate competing land use proposals, fulfil operational requirements and achieve value for money, through the relocation or termination of current uses of the Council's depot site at Langston Road, Loughton, to enable redevelopment of the site in conjunction with the adjoining T11 site to produce additional revenue income to the Council;</p>	<p>(a) To relocate the Council's services from the Langston Road depot to a new permanent site in Oakwood Hill, Loughton and a temporary site at North Weald Airfield, and the co-location of the Council's Museum Store and Countrycare service to vacant units at the Brooker Road Industrial Estate in Waltham Abbey;</p>	<p>The relocation of the Council's services from Langston Road to other sites by 31 March 2013;</p>	<p>Medium-Term Aims</p> <p>Aim 4 - Improve efficiency through partnership working and maximising revenue from assets</p> <p>Budget 2011/12, and other corporate plans or documents</p> <p>Asset Management Plan 2007 – 2012</p> <p>Capital Strategy 2010–2013</p> <p>Medium Term Financial Strategy 2010-2014</p>
	<p>(b) To develop a cost benefit analysis and budgetary cost for the construction of new depot facilities at the Oakwood Hill site, and agree capital financing;</p>	<p>The development of a cost benefit analysis and budgetary cost, and the agreement of capital financing by 30 September 2011;</p>	
	<p>(c) To prepare, submit and determine a planning application for the Oakwood Hill site;</p>	<p>The preparation, submission and determination of a planning application by 31 December 2011;</p>	
	<p>(d) To design, tender and construct a new depot facility at the Oakwood Hill site;</p>	<p>The design, tendering and construction of a new depot facility by 30 September 2012;</p>	
	<p>(e) To relocate identified services to the Oakwood Hill site;</p>	<p>The relocation of identified services to the Oakwood Hill site by 31 March 2013;</p>	
	<p>(f) To develop a cost benefit analysis and budgetary cost for the construction of temporary depot</p>	<p>The development of a cost benefit analysis and budgetary cost, and the agreement of capital financing by 30</p>	

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	facilities at North Weald Airfield for the Waste Management Team and waste contractor, and the agreement of capital financing;	September 2011;	
	(g) To prepare, submit and determine of a planning application for the temporary depot site at North Weald Airfield;	The preparation, submission and determination of a planning application by 31 December 2011;	
	(h) To design, tender and construct the temporary depot facility at North Weald Airfield;	The design, tendering and construction of the temporary depot facility by 30 September 2012;	
	(i) To relocate identified services to the temporary depot facility at North Weald Airfield;	The relocation of identified services to the temporary depot facility by 31 March 2013;	
	(j) To develop a strategy for the redevelopment of the Langston Road depot site when vacant, in conjunction with the adjoining T11 site;	The development of a strategy for the redevelopment of the vacant Langston Road site in conjunction with the adjoining T11 site, by 31 March 2013;	
	(k) To determine a planning application submitted for the redevelopment of the Langston Road depot site and the adjoining T11 site;	The determination of a planning application submitted for the redevelopment of the Langston Road depot site and the adjoining T11 site, by 30 April 2011;	

Key Objective	Action(s)	How will we measure what we have achieved?	Links to Medium Term Aims, the Budget and other Corporate Documents)	
<p>(2) To support the Government's vision for the 'Big Society', where individuals and communities have more power and responsibility to create better neighbourhoods and local services;</p>	<p>(a) To work in partnership with the voluntary sector and local communities across the district to build community capacity and develop cohesive and sustainable communities;</p>	<p>The achievement of local community leadership and empowerment, and engagement of people of all ages in local society;</p>	<p>Medium-Term Aims</p> <p>Aim 1 - Safeguard frontline services against a background of diminishing resources</p> <p>Aim 3 - Be recognised as an innovative and transparent Council, and involve residents in decisions</p> <p>Aim 4 - Improve efficiency through partnership working and maximising revenue from assets;</p> <p>Budget 2011/12, and other corporate plans or documents</p> <p>Links to Community Strategy and Sustainable Communities</p> <p>Utilising existing staff resources and through securing external funding</p> <p>Budget fully funded by Harlow Health Centre's Trust through competitive bidding process. The Council's Community Services staff resources to support project development</p> <p>Links to Crime and Disorder Reduction Partnership's Strategic Needs Assessment in respect of reducing anti-social behaviour and</p>	
	<p>(b) To secure external funding in collaboration with partners and local community groups to provide support, training and mentoring to local people;</p>	<p>(i) The securing of external funding to support capacity building in local communities;</p>		
		<p>(ii) The achievement of local residents of all ages trained and supported in leadership development;</p>		
		<p>(iii) The achievement of peer mentors developed to support improved life and health outcomes amongst peers;</p>		
	<p>(c) To develop the 'HealthWorks' programme for young people in Waltham Abbey, to raise aspirations, improve long-term health inequalities and encourage positive activity;</p>	<p>The engagement of young people with the 'HealthWorks' programme at anticipated participation levels identified within the action plan for the programme;</p>		
<p>(d) To commence outreach work with young people in Waltham Abbey to build trust and relationships, and to ascertain what activity provision would motivate them to become engaged locally;</p>	<p>The engagement of young people to determine preferred local activities;</p>			

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	(e) To provide safe meeting places for young people in Waltham Abbey, where activities chosen by them can be provided, including the Epping Forest Museum and the Waltham Abbey Health Centre;	The use of local venues as meeting places for young people;	drugs and alcohol abuse Direct link to Joint Strategic Needs Assessment
	(f) To identify young leaders and provide them with support, training and mentoring to enable them to assist with the delivery of activities and events for young people;	The active involvement of young people in training and mentoring opportunities;	
	(g) To work with partners including health services to provide sexual health screening, drugs awareness and other support for young people;	The delivery of health screening programmes and advice to young people;	
	(h) To work with young leaders to break down barriers between communities and particularly youth gangs;	The achievement of key young individuals working with the Council's project officers;	
	(i) To support the health services in addressing local health inequalities across the District;	The achievement of reduced health inequalities across the district;	
	(j) To seek external funding to deliver targeted initiatives in specific areas identified through the Joint Strategic Needs Assessment;	The securing of external funding to support project delivery;	
	(k) To utilise existing staff resources	The review of staff work areas to	

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	to support the delivery of interventions and activities to improve health and well being in key areas;	accommodate targeted working;	
(3) To review and update the Council's corporate procedures and training for safeguarding local children and young people;	(a) To review the corporate Child Protection Policy and individual service procedures;	The review and update of the Child Protection Policy and local procedures in line with legislation;	<p>Medium-Term Aims</p> <p>Aim 3 - Be recognised as an innovative and transparent Council, and involve residents in decisions</p> <p>Budget 2011/12, and other corporate plans or documents</p> <p>Use of existing training budgets</p>
	(b) To provide appropriate training for members and officers, to ensure that they are confident in dealing with safeguarding concerns;	The training all relevant staff and members in child protection procedures at an appropriate level;	
	(c) To review the Councils recruitment and selection processes for officers working directly with children and families in line with the 'Safer Recruitment' guidelines developed by the Essex Safeguarding Children Board, and the development of a Safe Recruitment Policy;	The development and introduction of a Safe Recruitment Policy and new procedures and induction arrangements for officers of the Council that work directly with children and families;	
(4) To have regard to the views of local residents, staff, partners and other stakeholders, in reviews of the Council's priorities and service provision, in order to address reduced local authority grant and the background of diminishing public expenditure;	(a) To investigate options for undertaking priority setting and participatory budgeting consultation exercises, to encourage local residents to consider priorities for council spending, in order to identify where future efficiencies might be made or additional income generated;	The participation of local residents staff, partners and other stakeholders in the Council's priority and budget setting processes for 2012/13 and future years;	<p>Medium-Term Aims</p> <p>Aim 1 - Safeguard frontline services against a background of diminishing resources</p> <p>Aim 2 - Have the lowest District Council Tax in Essex and maintain that position</p> <p>Aim 3 - Be recognised as an</p>

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	(b) To further improve public satisfaction with the Council's waste management service;	The achievement of increased public satisfaction with the Council's waste management service;	innovative and transparent Council, and involve residents in decisions Aim 4 - Improve efficiency through partnership working and maximising revenue from assets Aim 5 - Provide community leadership, championing the interests of residents and protecting the character of the district Budget 2011/12, and other corporate plans or documents Improve the outcome of residents surveys on perception of the waste service
	(c) To undertake a resident survey to establish views on the current waste management service;	(i) The completion of the waste management resident survey by ?; DoESS to update	
	(d) To develop an appropriate action plan to address the findings of the waste management survey;	(i) The adoption of an action plan to further improve the waste management service by ?; DoESS to update	
		(ii) The analysis of the waste management resident survey by ?; DoESS to update	
(5) To seek continuous performance improvement and the best use of resources, against the background of diminishing public expenditure;	(a) To achieve overall improvement in respect of the Council's Key Performance Indicators for each of the four years from 2010/11 to 2013/14;	The achievement of a percentage improvement rate of ?% (to be determined) in respect of the Council's Key Performance Indicators for 2011/12, by 31 March 2012;	Medium-Term Aims Aim 1 - Safeguard frontline services against a background of diminishing resources Aim 3 - Be recognised as an innovative and transparent Council, and involve residents in decisions Aim 4 - Improve efficiency through partnership working and maximising revenue from assets
	(b) To work with the West Essex District Council's Group to promote the interest of West Essex;	The development of initiatives to improve value for money, service performance and responsiveness to the needs of communities, in partnership with other public, voluntary and private sector organisations;	

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	(c) To continue to achieve high levels of revenue collection;	<p>The achievement of target performance for Local Performance Indicator 14 (Council Tax) and Local Performance Indicator 15 (National Non-Domestic Rates) for 2011/12:</p> <ul style="list-style-type: none"> • to collect 97.9% of the Council Tax due for 2011/12 by 31 March 2012: and • to collect 98.1% of the National Non-Domestic Rates due for 2011/12 by 31 March 2012: 	<p>Budget 2011/12, and other corporate plans or documents</p> <p>£804,000 capital funding allocated, plus £250,000 external funding from Essex County Council</p> <p>Links to Community Strategy and Sustainable Communities</p>
(d) To further improve the performance of the Council's Benefits Service;	(i) The processing of new benefit claims within an average of twenty days, as measured by Local Performance Indicator 16 for 2010/11, by 31 March 2012;	(ii) The processing of changes of circumstance within an average of seven days, as measured by Local Performance Indicator 17 for 2010/11, by 31 March 2012;	
(e) To complete the implementation of the agreed key recommendations arising from the Benefits Service inspection undertaken in January 2010;	The implementation of the key recommendations arising from the Benefits Service inspection, within timescales agreed with the Audit Commission and the Department for Work and Pensions;		
(f) To complete the 'Repairs Refresh Programme', to further improve	The completion of the 'Repairs Refresh Programme' and the appointment of an		

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	the Council's Housing Repairs Service, through the appointment of an External Repairs Management Contractor to manage the service and associated Council staff;	External Repairs Management Contractor by the contract commencement date of 1 May 2011;	
	(g) To introduce a scheme for 100% of housing repairs to be undertaken by appointment;	The introduction of an appropriate scheme by 31 March 2012;	
	(h) To introduce mobile working systems for housing inspectors and tradesmen, enabling them to receive works orders utilising the mobile phone network and advanced computer systems;	The introduction of appropriate mobile working systems by 31 March 2012;	
	(i) To progress and complete the redevelopment of the Limes Farm Hall at Chigwell, to provide a new multi-agency facility including the Council's Housing and Benefits services and coordinated working between Health Care Services, Children's Centre, Homestart and the Council;	The completion of the redevelopment of the Limes Farm Hall by 31 August 2011;	
(6) To complete the strategic review of North Weald Airfield;	To consider the findings of the North Weald Airfield Aviation Intensification Assessment, and to develop an appropriate strategy for the future of North Weald Airfield, based on the findings of the assessment;	(i) The consideration of the final report of the Council's aviation consultants, by... (DoESS to update)	Medium-Term Aims Aim 3 - Be recognised as an innovative and transparent Council, and involve residents in decisions Aim 4 - Improve efficiency through

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		(ii) The development, subject to the outcome of action (i) above, of an appropriate strategy for the future use of North Weald Airfield in conjunction with relevant partners, by... (DoESS to update	partnership working and maximising revenue from assets Budget 2011/12, and other corporate plans or documents Local Development Framework
(7) To progress the relocation of the Council's waste management depot from Langston Road at Loughton, to an alternative location;	See Key Objective (1)(a) DoESS to update	See Key Objective (1)(a) DoESS to update	Medium-Term Aims Aim 1 - Safeguard frontline services against a background of diminishing resources Aim 4 - Improve efficiency through partnership working and maximising revenue from assets Budget 2011/12, and other corporate plans or documents
(8) To consider the provision and enforcement of on-street parking within the district;	(a) To progress the parking reviews for Epping and Buckhurst Hill in conjunction with Essex County Council, as highway authority;	The completion of the parking reviews for Epping and Buckhurst Hill in accordance with the timescales in the agreed programme prepared by Essex County Council;	Medium-Term Aims Aim 1 - Safeguard frontline services against a background of diminishing resources Aim 3 - Be recognised as an innovative and transparent Council, and involve residents in decisions Aim 4 - Improve efficiency through partnership working and maximising revenue from assets
	(b) To consider, subject to satisfactory assurances in respect of the business case and contractual arrangements with the Council's existing contractor, the benefits of engaging in parking enforcement partnership arrangements with Harlow, Uttlesford, Braintree,	The consideration of whether the Council should participate in parking enforcement partnership arrangements with other local authorities, by.... DoESS to update	

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	Colchester and Tendring Council's;		<p>Aim 5 - Provide community leadership, championing the interests of residents and protecting the character of the district</p> <p>Budget 2011/12, and other corporate plans or documents</p> <p>To be identified</p>
	(c) To consider the outcome of the review of on street parking enforcement undertaken by the Essex Chief Executives' Association;	The submission of reports to Management Board and the Cabinet, once the timescale for the Essex Chief Executives' Association review is clear;	
(9) To achieve the levels of net savings necessary to maintain the Council's sound financial position;	(a) To freeze the Council Tax for 2011/12, to obtain the specific grant made available by the Government;	The level of the Council Tax increase for 2011/12;	<p>Medium-Term Aims</p> <p>Aim 1 - Safeguard frontline services against a background of diminishing resources</p> <p>Aim 2 - Have the lowest District Council Tax in Essex and maintain that position</p> <p>Budget 2011/12, and other corporate plans or documents</p> <p>To be identified</p>
	(b) To ensure that over the period of the Medium-Term Financial Strategy, there is a reducing use of reserves to balance the budget;	The success of the Medium-Term Financial Strategy in reducing the use of reserves to balance the budget for 2014/15;	
	(c) To ensure that the General Fund Reserve Balance falls to no lower than 25% of Net Budget Requirement;	The predicted level of the General Fund Reserve Balance for 2014/15;	
(10) To determine the level of future housing growth within the district, and to maximise the provision of affordable housing;	(a) To determine the level of future housing growth within the district, having regard to evidence already collected, the results of the community visioning exercise, the scale of the Council's housing waiting list, relevant environmental constraints, and the degree to	This action can only currently be achieved as part of the work required to achieve Key Objective (12);	<p>Medium Term Aims</p> <p>Aim 3 - Be recognised as an innovative and transparent Council, and involve residents in decisions</p> <p>Aim 4 - Improve efficiency through partnership working and maximising</p>

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	which cooperation can be achieved with Harlow District Council;		revenue from assets Budget 2011/12, and other corporate plans or documents OMSO Scheme - £435,000 and possible additional £350,000 for Phase 2 Housing Association open market purchases - £375,000 Housing Strategy 2009-2012
	(b) To introduce the Council's Open Market Shared Ownership (OMSO) Scheme, in partnership with Broxbourne Housing Association, to provide eight interest free loans to enable housing applicants to purchase properties on the open market with a shared ownership lease;	The provision of eight interest free loans to Broxbourne Housing Association by 30 September 2011;	
	(c) To review the success of the OMSO Scheme, with a view to undertaking a second phase, to provide an additional six loans;	(i) The completion of the review of the OMSO Scheme by 30 September 2011;	
		(ii) The provision of six further interest free loans to Broxbourne Housing Association by 31 March 2012;	
	(d) To work with housing associations to complete over 120 new affordable homes in 2011/12;	The completion of the following affordable housing schemes by 31 March 2012: Epping Forest College, Loughton (39 homes); Zinc, Ongar (9 homes); Station Approach, Ongar (6 homes); Sewardstone Road, Waltham Abbey (67 homes);	
	(e) To work with Hastoe Housing	The achievement of a start on site by	

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	Association to develop Council owned land at Millfield, High Ongar to provide four affordable houses, constructed from straw bales;	30 June 2011;	
	(f) To provide grant of £375,000 to one of the Council's Preferred Housing Association Partners to fund the purchase of 5/7 two and/or three bedroomed houses off the open market to let at social rents to the Council's nominees;	The occupation of all properties by 30 June 2011;	
(11) To help mitigate the impact of the current economic conditions on local people and businesses, through the future development of key retail sites in the district, and to introduce measures to lessen the impacts of the economic recession;	(a) To complete consultation in respect of the Development Brief for the St. John's Road area of Epping, and the agreement of the Development Brief;	The completion of consultation in respect of the Development Brief and its agreement by 30 September 2011;	<p>Medium-Term Aims</p> <p>Aim 4 - Improve efficiency through partnership working and maximising revenue from assets</p> <p>Aim 5 - Provide community leadership, championing the interests of residents and protecting the character of the district</p> <p>Budget 2011/12, and other corporate plans or documents</p>
(b) To determine the Council's approach to the use of its own land and property assets at The Broadway, Loughton, having regard to the approval of a Design and Development Brief for the area;	The submission of planning applications for development at The Broadway that accord with the Design and Development Brief for the area;		
(c) To continue to implement measures to mitigate the impact of the current economic conditions on local people and businesses, including:	The regular reporting of the Council's achievements and successes in mitigating the impact of the current economic conditions on local people and businesses		
	<ul style="list-style-type: none"> • business engagement events 		

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	<p>to address subjects of importance to the business community;</p> <ul style="list-style-type: none"> • sharing of information with businesses/business networks on funding, training opportunities etc; • press releases reporting on business events; and • the Council's 'Business Champion' (the Finance and Performance Management Portfolio Holder) communicating more strongly to the business community. 		
(12) To deliver a sound Core Planning Strategy of the Local Development Framework;	(a) To agree a revised timetable for the preparation of the Core Planning Strategy, having regard to the publication of the Localism Bill in December 2010;	Submission of full revised Local Development Scheme by 31 march 2012;	<p>Medium-Term Aims</p> <p>Aim 5 - Provide community leadership, championing the interests of residents and protecting the character of the district</p> <p>Budget 2011/12, and other corporate plans or documents</p> <p>To be identified</p>
	(b) To establish new housing targets for the district, based on community engagement (see also Key Objective (10)(a));	The establishment of new housing targets for the district as part of the Issues and Options consultation for the Core Planning Strategy (Preferred Options Stage), by 31 March 2012;	
	(c) To complete Stage 2 (Issues and Options) of the Core Strategy consultation exercise;	The completion of the Issues and Options consultation for the Core Planning Strategy by 31 March 2012;	