

DRAFT KEY OBJECTIVES 2012/13

Key Objective	Action(s)	Target(s)/How Measured	Links to Medium-Term Aims, the Budget and other Corporate Strategies and Policies
<p>(1) The development of the Council's new Local Plan as the spatial strategy for development and growth across the Epping Forest District, and to support the aspirations of the Community Strategy for the district;</p>	<p>To develop the Council's new Local Plan in accordance with the project plan timetable agreed by the Local Development Framework Cabinet Committee;</p> <p><i>(Planning and ICT Portfolio Holder/Director of Planning and Economic Development)</i></p>	<p>(i) The establishment of joint working arrangements with other relevant local planning authorities on strategic matters relating the development of the new Local Plan, in accordance with the duty to cooperate introduced by the Localism Act 2011;</p>	<p>Medium-Term Aims</p> <p>Aim 5 - Provide clear community leadership;</p> <p>Budget 2012/13</p> <p>Corporate Strategies and Policies</p>
		<p>(ii) The development of the new Local Plan in accordance with the project plan timetable for the issues and options (February-March 2012), and draft plan (July-August 2012) consultation exercises;</p>	
		<p>(iii) The submission of progress reports in respect of the development of the new Local Plan, to each meeting of Management Board;</p>	
		<p>(iv) The submission of the draft new Local Plan to the Planning</p>	

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		Inspectorate by 28 February 2013;	
(2) The achievement of the levels of net savings necessary to maintain the Council's sound financial position, and the provision of the best level of service possible with reduced resources;	(a) To ensure that over the period of the Medium-Term Financial Strategy, the use of reserves to balance the Council's budget is reduced; <i>(Finance and Economic Development Portfolio Holder/Director of Finance and ICT)</i>	The success of the Medium-Term Financial Strategy in reducing the use of reserves to balance the budget for 2015/16;	Medium-Term Aims Aim 1 - Safeguard frontline services; Aim 2 - Lowest Council Tax in Essex; Aim 4 - Continuously improve efficiency; Budget 2012/13 Corporate Strategies and Policies
	(b) To ensure that the General Fund Reserve Balance falls to no lower than 25% of the Council's Net Budget Requirement; <i>(Finance and Economic Development Portfolio Holder/Director of Finance and ICT)</i>	The predicted level of the General Fund Reserve Balance for 2015/16;	
	(c) To achieve improvement in respect of the Council's Key Performance Indicators for each of the four years from 2010/11 to	The achievement of improved performance against the Key Performance Indicators for 2012/13, compared with performance for	

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	2014/15;	2011/12, by 31 March 2013;	
	(d) To continue to achieve high levels of revenue collection; <i>(Finance and Economic Development Portfolio Holder/Director of Finance and ICT)</i>	(i) The collection of 97.8% of the Council Tax due for 2012/13 by 31 March 2013, as measured by Key Performance Indicator 31; (ii) The collection of 98.0% of the National Non-Domestic Rates due for 2012/13 by 31 March 2013, as measured by Key Performance Indicator 32;	
	(e) To implement improvements to the Council's housing repairs service, to improve repair response times and maintain high levels of tenant satisfaction; <i>(Housing Portfolio Holder/Director of Housing)</i>	(i) The introduction of a full housing repairs appointment system, by 30 April 2012; (ii) The introduction of a new contract for the supply of housing repair materials, by 31 March 2013; (iii) The achievement of all target times within the Repairs Management Contract for the fourth quarter of 2012/13 (January-March 2013), by 31 March 2013;	

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	<p>(f) To further improve the Council's housing service, utilising additional resources available as a result of arrangements for the self-financing of local authority Housing Revenue Accounts introduced as part of the Localism Act 2011;</p> <p><i>(Housing Portfolio Holder/Director of Housing)</i></p>	<p>(iv) The achievement of 99.00% tenant satisfaction with the performance of the housing repairs service for 2012/13, as measured by Key Performance Indicator 45;</p> <p>(i) The consideration of relevant housing service improvements and enhancements by the Epping Forest Tenants and Leaseholders Federation, by 30 April 2012;</p> <p>(ii) The consideration by the Housing Scrutiny Panel of a report in respect of relevant housing service improvements and enhancements, by 30 April 2012;</p> <p>(iii) The consideration by the Cabinet of the recommendations of the Housing Scrutiny Panel in respect of relevant housing service improvements and enhancements, by 30 June 2012;</p>	
(3) The implementation of the Government's proposed welfare	(a) To work with other Essex local authorities and Essex County	The implementation of an agreed common Council Tax Benefit scheme	Medium-Term Aims

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and other finance reforms with the least possible disruption to service users and the Council's operations;	<p>Council to develop and introduce a common local scheme of Council Tax Benefit;</p> <p><i>(Finance and Economic Development Portfolio Holder/Director of Finance and ICT)</i></p>	across Essex, by 31 March 2013;	<p>Aim 1 - Safeguard frontline services;</p> <p>Aim 5 - Provide clear community leadership;</p> <p>Budget 2012/13</p> <p>Corporate Strategies and Policies</p>
	<p>(b) To work with other Essex local authorities and Essex County Council to maximise income from the retention of Business Rates;</p> <p><i>(Finance and Economic Development Portfolio Holder/Director of Finance and ICT)</i></p>	The consideration of different Business Rate pooling options by 31 March 2013 and, if appropriate, the implementation of a Business Rate pool;	
	<p>(c) To examine the impact of the proposed introduction of the housing-related elements of the proposed welfare reforms on Council tenants, private tenants and the Council;</p> <p><i>(Housing Portfolio Holder/Director</i></p>	<p>(i) The seeking of external funding for the commission of a study by the Chartered Institute of Housing into the effects of the housing-related elements of the proposed welfare reforms, by 30 April 2012;</p> <p>(ii) The completion, subject to the</p>	

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	<i>of Housing)</i>	securing of appropriate funding, of the Chartered Institute of Housing study by 30 June 2012;	
	(d) To support local residents and landlords, through the provision of appropriate information on the effects of the introduction of the proposed welfare reforms; <i>(Finance and Economic Development Portfolio Holder/Director of Finance and ICT)</i> <i>(Housing Portfolio Holder/Director of Housing)</i>	The publication of appropriate welfare reform information and guidance on the Council's website;	
(4) The implementation of initiatives to help mitigate the impact of the current economic conditions on local communities and businesses, where resources permit and value for money can be achieved from the Council's activities;	(a) To make no increase in the Council Tax for 2012/13; <i>(Finance and Economic Development Portfolio Holder/Director of Finance and ICT)</i>	(i) The freezing of the Council Tax for 2012/13, at 2011/12 levels; (ii) The securing of the specific grant made available by the Government in lieu of the local increase in Council Tax for 2012/13, by 31 March 2013;	Medium-Term Aims Aim 2 - Lowest District Council Tax in Essex; Aim 3 - Innovative and transparent council; Aim 4 - Continuously improve

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	(b) To make no increase in the Council's off-street car parking fees and charges for 2012/13; <i>(Environment Portfolio Holder/Director of Environment and Street Scene)</i>	The freezing of all off-street car parking fees and charges for 2012/13, at 2011/12 levels;	efficiency; Aim 5 - Provide clear community leadership; Budget 2012/13 Corporate Strategies and Policies
	(c) To provide free off-street car parking on Saturdays throughout the year in each of the six primary towns of the district (Buckhurst Hill, Chigwell, Epping, Loughton, Ongar, Waltham Abbey), to support the local economy of the district; <i>(Environment Portfolio Holder/Director of Environment and Street Scene)</i>	The provision of free Saturday car parking in at least one of the Council's off-street car parks in each of the six primary towns of the district, throughout 2012/13;	
	(d) To provide free car parking in all of the Council's off-street car parks on each Saturday during December 2012, to support the local economy of the district during the pre-Christmas period;	The provision of free car parking in each of the Council's off-street car parks on all Saturdays during December 2012;	

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	<p><i>(Environment Portfolio Holder/Director of Environment and Street Scene)</i></p>		
	<p>(e) To undertake further work following the revenue income optimisation exercise undertaken in 2011/12, in order to ensure parity in the Council's fees and charges regime for short and long-term off-street parking;</p> <p><i>(Environment Portfolio Holder/Director of Environment and Street Scene)</i></p>	<p>(i) The completion of a car park usage survey by 31 March 2013;</p> <p>(ii) The assessment of the car parking needs/concerns of local businesses, once data from the car park usage survey has been analysed and considered;</p>	
	<p>(f) To make no increase in other of the Council's fees and charges for 2012/13;</p>	<p>(i) The freezing at 2011/12 levels, or the reduction from 2011/12 levels, of at least 50% of the Council's housing-related fees and charges for 2012/13;</p> <p><i>(Housing Portfolio Holder/Director of Housing)</i></p> <p>(ii) The freezing of all of the Council's</p>	

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		<p>domestic and trade waste related fees and charges for 2012/13 at 2011/12 levels, other than where costs to the Council rise through external influences (e.g. through contracted costs);</p> <p><i>(Environment Portfolio Holder/Director of Environment and Street Scene)</i></p> <p>(iii) The review of the effect of the Council's fees and charges for 2012/13 by 30 November 2012, as part of the preparation of the budget for 2013/14;</p>	
(5) The maximisation of the provision of affordable housing within the district;	(a) To prepare for the commencement of a council house building programme during 2013/14;	<p>(i) The appointment of a Development Agent to undertake the house building development process for the Council, by 31 March 2013;</p> <p>(ii) The identification by the Cabinet of potential Council-owned development sites for the house building programme by 30 June</p>	<p>Medium-Term Aims</p> <p>Aim 4 - Continuously improve efficiency;</p> <p>Aim 5 - Provide clear community leadership;</p> <p>Budget 2012/13</p>

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		2012, to enable development appraisals to be undertaken by the appointed Development Agent;	Corporate Strategies and Policies
		(iii) The determination of the future use of the Council-owned Leader Lodge site at North Weald following completion of a 'Planning for Real' exercise, to include consideration of whether the site should provide affordable housing or be sold on the open market for private housing, and whether any resultant capital receipt should be utilised as a cross-subsidy for the council house building programme;	
	(b) To provide interest-free loans to the Council's housing association partner through the Shared Ownership Scheme, to enable local residents to purchase open-market properties on a shared ownership basis; <i>(Housing Portfolio Holder/Director of Housing)</i>	(i) The provision of the first shared ownership loan to Broxbourne Housing Association, by 31 May 2012;	
		(ii) The completion of the remaining seven shared ownership loans to Broxbourne Housing Association, by 31 March 2013;	

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		(iii) The review of the Shared Ownership Scheme, including the possible extension to Stage 2 of the scheme (a further five shared ownership loans), by 31 December 2012;	
	(c) To work with Hastoe Housing Association to complete the first housing association properties in the country built with straw bales, at Millfield, High Ongar; <i>(Housing Portfolio Holder/Director of Housing)</i>	(i) The determination of the planning application for the straw bale development at Millfield, High Ongar, by 30 April 2012;	
		(ii) The completion, subject to the grant of planning permission for the straw bale development, of the lease of land at Millfield to Hastoe Housing Association by 30 April 2012;	
		(iii) The commencement of the straw bale development at Millfield, High Ongar, by 30 June 2012;	
	(d) To work with housing association partners to complete at least 34 new affordable homes and commence the construction of at	(i) The completion of 5 new affordable homes for shared ownership at Church Hill, Loughton with Moat Housing, by	

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	<p>least 69 new affordable homes, in the form of both rented housing and shared ownership;</p> <p><i>(Housing Portfolio Holder/Director of Housing)</i></p>	<p>31 March 2013;</p> <p>(ii) The completion of 29 new affordable homes for rent and shared ownership at Sewardstone Road, Waltham Abbey with Hastoe Housing Association and Genesis Housing Association, by 31 March 2013;</p> <p>(iii) The start on site of 52 new affordable homes for rent and shared ownership at Jennikings Nursery, Chigwell with Moat Housing, by 31 March 2013;</p> <p>(iv) The start on site of 17 new affordable homes for rent and shared ownership at Manor Road, Chigwell with East Thames Housing, by 31 March 2013;</p>	
	<p>(e) To progress the residential development at the Council's nursery site at Pyrles Lane, Loughton, to include the provision of new affordable homes for rent</p>	<p>The determination of an outline planning application for the residential development of the Council's nursery site, including the provision of at least 40% new affordable homes for rent</p>	

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	and shared ownership; <i>(Housing Portfolio Holder/Director of Housing)</i>	and shared ownership, by 31 May 2012;	
	(f) To review the Strategic Housing Market Assessment to determine whether it remains fit for purpose to evaluate the number of new affordable homes required over the period of the Council's new Local Plan; <i>(Housing Portfolio Holder/Director of Housing)</i>	(i) The review of the Strategic Housing Market Assessment, by 30 May 2012;	
		(ii) The update, if required, of the Strategic Housing Market Assessment by 31 December 2012;	
(6) The implementation of relevant provisions contained within the Localism Act 2011, and other public sector reforms;	(a) To implement relevant provisions contained in the Localism Act 2011; <i>(Support Services Portfolio Holder/Assistant to the Chief Executive)</i>	The determination of the Council's approach to the following elements of the Localism Act, by 31 March 2013: <ul style="list-style-type: none"> • a local standards regime; • a local petitions regime; and • local referendums on Council Tax increases; 	Medium-Term Aims Aim 3 - Innovative and transparent council; Aim 5 - Provide clear community leadership;
	(b) To improve understanding and partnership between the Council	The review of the Epping Forest District Compact, to ensure an	Budget 2012/13

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	<p>and the voluntary and community agencies operating in the Epping Forest District;</p> <p><i>(Leisure and Wellbeing Portfolio Holder/Assistant to the Chief Executive)</i></p>	<p>effective working relationship between the voluntary sector and the Local Strategic Partnership and its partner organisations (including the Council), by 31 March 2013;</p>	<p>Corporate Strategies and Policies</p>
	<p>(c) To progress arrangements for the transition to Individual Electoral Registration for electoral purposes, required to be undertaken over the period from 2013 to 2015;</p> <p><i>(Support Services Portfolio Holder/Assistant to the Chief Executive)</i></p>	<p>(i) The identification of necessary resource requirements for the following elements of the transition to Individual Electoral Registration, by 31 March 2013:</p> <ul style="list-style-type: none"> • the removal of registrations after the 2014/15 canvass, where these have not been renewed; • measures to encourage electors to re-register under the new arrangements as individual voters; and • arrangements for applications for absent voting following re-registration under the individual voter registration system; 	

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		(ii) The determination of the resource implications of the Individual Electoral Registration process after the transitional phase from 2015 onwards, by 31 March 2013;	
	(d) To consider the introduction of fixed-term, flexible tenancies for some new Council tenants, as a result of powers provided by the Localism Act 2011, instead of the granting of 'lifetime' secure tenancies for all tenants; <i>(Housing Portfolio Holder/Director of Housing)</i>	(i) The provision of appropriate information sessions for the Council's members and the Epping Forest Tenants and Leaseholders Federation on the housing tenure reform provisions of the Localism Act 2011, by 30 April 2012;	
		(ii) The consideration by the Cabinet of the high-level policy issues relating to the possible introduction and use of fixed term tenancies, by 30 April 2012;	
		(iii) The consideration by the Housing Scrutiny Panel, of a proposed new Tenancy Policy based on Cabinet policy direction, by 31 July 2012;	
		(iv) The adoption by the Cabinet of the	

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		new Tenancy Policy, by 30 September 2012;	
		(v) The implementation of the new Tenancy Policy from 1 April 2013;	
	<p>(e) To undertake a review of the Housing Allocations Scheme, as a result of powers provided by the Localism Act 2011, to ensure that local residents are given the highest priority for Council and housing association properties, and that vacant properties are offered to those most in housing need;</p> <p><i>(Housing Portfolio Holder/Director of Housing)</i></p>	<p>(i) The provision of appropriate information sessions for the Council's members and the Epping Forest Tenants and Leaseholders Federation on the new housing allocation provisions of the Localism Act 2011, by 30 April 2012;</p>	
		<p>(ii) Subject to the issue of the relevant Commencement Order and new Code of Guidance on Allocations, the consideration by the Cabinet of the high-level policy issues relating to the adoption of a revised Housing Allocations Scheme, by 31 July 2012,</p>	
		<p>(iii) The consideration by the Housing Scrutiny Panel, of a new Housing Allocations Scheme based on</p>	

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		<p>Cabinet policy direction, by 31 October 2012;</p> <p>(iv) The adoption by the Cabinet of the new Housing Allocations Scheme by 31 December 2012;</p> <p>(v) The implementation of the new Housing Allocations Scheme from 1 April 2013;</p>	
	<p>(f) To ensure that the Council is able to fully engage in the development of new Health and Wellbeing Boards, to improve health and wellbeing outcomes across the district;</p> <p><i>(Leisure and Wellbeing Portfolio Holder/Director of Environment and Street Scene)</i></p>	<p>The establishment of joint-working arrangements with Harlow and Uttlesford District Councils, to ensure that the Joint Strategic Needs Assessment properly reflects the health and wellbeing needs of west Essex, and the Epping Forest District in particular;</p>	
	<p>(g) To ensure that the Council is able to fully engage in the process of appointing and overseeing the work of the new Police and Crime Commissioner for Essex, due for</p>	<p>(i) The appointment of an executive member as the Council's representative on the Police and Crime Panel for Essex, at the annual Council meeting on 22 May</p>	

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	<p>election in November 2012.</p> <p><i>(Safer, Greener and Highways Portfolio Holder/Director of Environment and Street Scene)</i></p>	2012;	
		(ii) The introduction of arrangements to ensure that, with partner agencies, the Epping Forest Safer Communities Partnership is able to positively engage with the Police & Crime Commissioner for Essex when elected;	
		(iii) The consideration of any proposals for the amalgamation of local Safer Communities Partnerships, ahead of the election of the Police and Crime Commissioner for Essex in November 2012.	