

**KEY OBJECTIVES 2013/14**

Theme	Key Objective	Medium-Term Aim	Key Deliverable	Target/How Measured	Lead
<b>Communications</b> (Support Services Portfolio Holder)	Proactively promote the policies and reputation of the Council internally and externally;	Aim 3 - Innovative & transparent council;	(a) The development of high-level communications calendar, for internal and external audiences, covering a twelve month rolling period;	Adoption of Communications Plan, by 30 June 2013;	DCE
		Aim 5 - Community leadership & protection of the character of the district;	(b) The development of a target list of media partners;	Review and implementation of regular media monitoring, by 30 June 2013;	DCE
			(c) The development of a Social Networking Strategy and increased use of social media;	Adoption of Social Networking Strategy by 30 June 2013;	DCE
<b>Community Engagement</b> (Leisure & Wellbeing Portfolio Holder/Housing Portfolio Holder)	Engage with communities to put them at the centre of the Council's policy development and service design;	Aim 1 - Safeguard frontline services;	(a) The publication of an Engagement Charter to improve service delivery and enable the Council to respond to community needs;	Adoption of Engagement Charter by 30 November 2013;	DCE
		Aim 3 - Innovative & transparent council;	(b) The identification of key stakeholders to engage with;	Identification of key stakeholders by 30 September 2013;	DCE
		Aim 5 - Community leadership & protection of the character of the district;	(c) The facilitation of a new Tenant Scrutiny Panel, to enable tenant representatives to undertake detailed service reviews and monitor the performance of housing services;	Establishment of Tenant Scrutiny Panel by 31 May 2013;	DoH
<b>Decision Making Framework</b> (Leader/Relevant Portfolio Holders)	Review the strategic direction of the Council to ensure a clear and consistent set of priorities to facilitate decision-making in constrained times;	Aim 3 - Innovative & transparent council;	(a) The determination of the Council's Housing Strategy for 2013-2016, setting out the future strategic approach to housing within the district;	Adoption of new Housing Strategy by 31 December 2013;	DoH
		Aim 5 - Community leadership & protection of the character of the district;	(b) The development of the Council's Economic Development Strategy;	Adoption of Economic Development Strategy by 30 November 2013;	DoPED
			(c) The development of the Council's Waste Strategy, in conjunction with arrangements for the letting of a new Waste Management Contract;	Adoption of Waste Strategy by 30 September 2013;	DoESS
			(d) The development of the Council's Leisure Strategy, in conjunction with arrangements for the letting of a new Leisure Management Contract;	Adoption of Leisure Strategy by 30 November 2013;	DCE DoESS
			(e) The development of the Council's Operational Property Strategy;	Adoption of Operational Property Strategy by 31 December 2013;	DoCSS
			(f) The determination of the Council's approach to the 'Green Deal' initiative, to secure external funding and provide appropriate guidance to local residents;	Agreement of the Council's approach to the 'Green Deal', by 30 June 2013;	DoPED

<b>Local Plan</b> (Planning Portfolio Holder)	Deliver a robust and resilient Local Plan that facilitates appropriate growth, whilst protecting the special character of the district;	Aim 3 - Innovative & transparent council;  Aim 5 - Community leadership & protection of the character of the district;	(a) The adoption of a Communication and Engagement Strategy for the Local Plan;	Communication and Engagement Strategy published and distributed by 1 April 2013;	DoPED
			(b) The publication of the Local Plan preferred options consultation document;	Preferred options consultation document published and distributed by Autumn 2013;	DoPED
			(c) The publication of the new Local Plan;	Following preferred options consultation, Local Plan approved and adopted by Autumn 2014.	DoPED
			(d) Compliance with the Duty to Co-operate, to achieve development requirements that cannot be wholly met within the district;	Purposeful and outcome focussed discussions held with other authorities, on issues of common concern in relation to the new Local Plan;	DoPED
<b>Operating Models</b> (Leader/Relevant Portfolio Holders)	Promote cultural change to breakdown silo working, and implement new, flexible ways of working.	Aim 1 - Safeguard frontline services;  Aim 4 - Improve efficiency & maximise revenue from assets;	(a) The development of an overarching Organisational Development Plan;	Organisational Development Plan in place by 30 June 2013;	CE
			(b) The review of the existing senior management structure, at Director/Assistant Director level;	New structure agreed in consultation with Directors and Assistant Directors, by 31 December 2013;	CE
			(c) The adoption of new organisational values and behaviours;	(i) Staff attitude survey undertaken by 30 June 2013;	CE
				(ii) Organisational values and behaviours published and incorporated into the way the Council does business, by 30 June 2013;	CE
			(d) The development of a more commercial approach to service delivery;	(i) Adoption of customer centric approach to service delivery;	CE
				(ii) Generation of increased revenue for traded services;	CE
			(e) The consideration of the feasibility of providing a 'one-stop shop' for Council services at The Broadway, Loughton, to offer more localised services to residents;	Consideration of a feasibility report by the North Weald Airfield and Asset Management Cabinet Committee, by 30 June 2013;	DoH
			(f) The provision of a more effective and efficient corporate out of hours emergency reporting service, including the routine reporting of housing repairs;	Introduction of an enhanced out of hours service by 31 March 2014;	DoCSS DoH
			(g) The introduction of a new Housing Allocations Scheme, to take advantage of the increased flexibilities offered by the Localism Act 2010;	Implementation of the new Allocations Scheme by 1 September 2013;	DoH
			(h) The exploration of appropriate options for smarter working, in terms of ICT and changes to corporate policy/culture;	Smarter working strategy/policies considered by 31 March 2014;	DoCSS DoFICT
(i) The assessment of the current operation of the grounds maintenance service, in conjunction with the procurement of a new waste management contract;	Consideration of whether grounds maintenance should remain a stand-alone service or be incorporated into a future combined waste management contract, by 30 September 2013;	DoESS			

			(j) The update of the Local Land and Property Gazetteer, and a review of the structure required to deliver the mapping service in the future;	(i) Achievement of the 'Silver' service grade for the Local Land and Property Gazetteer by 30 April 2013;	DoESS
				(ii) Completion of Gazetteer structure considerations by 30 September 2013;	DoESS
			(k) The review of the future provision of the Careline Service, in light of Essex County Council's decision to procure an Essex-wide telecare contract;	Review of options for the future in-house or external provision of the Careline Service, by 31 March 2014;	DoH
<b>Performance</b> (Finance & Technology Portfolio Holder)	Deliver key priorities within budget;	Aim 2 - Lowest District Council Tax in Essex;	(a) The development of revised key indicator set, based on key strategies;	Achievement of targets for all key indicators, by 31 March 2014;	MGMT BOARD
		Aim 3 - Innovative & transparent council;	(b) The delivery of all key outcomes;	Achievement of targets for all key outcomes, by 31 March 2014;	MGMT BOARD
		Aim 5 - Community leadership & protection of the character of the district;	(c) The consumption of resources within budget;	Capital and revenue outturn for 2013/14 contained within the budget for the year;	DoFICT
			(d) The setting of a consistently low District Council Tax;	Level of Council Tax for 2013/14, compared with other Essex district authorities;	DoFICT
<b>Public Health</b> (Leisure & Wellbeing Portfolio Holder)	Prepare for changes arising from the transfer of public health responsibilities;	Aim 5 - Community leadership & protection of the character of the district;	The development, together with Harlow & Uttlesford District Councils, of a District Public Health Strategy;	Adoption of District Public Health Strategy by 30 September 2013;	DoESS
<b>Strategic Sites</b> (Asset Management & Economic Development Portfolio Holder/Housing Portfolio Holder)	Maximise the potential of the Council's key development sites;	Aim 4 - Improve efficiency & maximise revenue from assets; Aim 5 - Community leadership & protection of the character of the district;	(a) The development, subject to agreement with third-party owners, external challenge market forces and member decisions, of robust plans for the development of the T11 site at Langston Road, Loughton;	(i) Completion of a development agreement with the owner of the T11 site, by 31 December 2013;	DoCSS
				(ii) Facilitation of a detailed planning application, by 31 December 2013;	DoCSS
				(iii) Commencement of development by 31 March 2015;	DoCSS
			(b) The development, subject to the resolution of relevant dependent factors, of robust plans for the Council's site at North Weald Airfield, including disposal if appropriate;	(i) Consideration of a report to be produced by Drivers Jonas Deloitte reviewing the future of North Weald Airfield, by 22 July 2013;	DoESS
				(ii) Incorporation of agreed recommendations arising from the review of North Weald Airfield, as part of the development of the new Local Plan by autumn 2013;	DoESS DoPED
			(c) The development, subject to the commitment of Essex County Council, Epping Town Council, and other third-party owners, of robust plans for the disposal of all or part of the site at St.John's Road, Epping, identified within the Development Brief;	(i) Jointly market the site for sale in part or as a whole, in accordance with the design brief, by 30 June 2013;	DoCSS
(ii) Relocation of the Housing Repairs Depot by 31 March 2014, to enable the depot site to be developed as part of the St. Johns Road redevelopment and to meet current and future needs;	DoH DoCSS				

			(d) The disposal, subject to member decisions, of the Council's nursery site at Pyrles Lane, Loughton;	(i) Determination of a planning application by 30 June 2014;.	DoCSS
				(ii) Relocation of the Nursery Service from the Pyrles Lane site, by 31 March 2014;	DoCSS
			(e) The delivery of the Regeneration Action Plan for land under the control of the Council at The Broadway, Loughton, and the facilitation of development of sites not under the Council's control;	Commencement of the first new affordable homes by 30 September 2014;	DoH DoCSS
			(f) The development of depot provision at Oakwood Hill, Loughton;	(i) Facilitation of a detailed planning application, by 30 June 2013;	DoCSS
				(ii) Procurement of the detailed design and development of the site, by 31 December 2013;	DoCSS
				(iii) Commencement of development, by 31 March 2014;	DoCSS
			(g) The commencement of the Council's new housebuilding programme, to provide additional affordable housing in the district;	Achievement of start on site of the first schemes by 31 March 2014,	DoH
<b>Welfare Reform</b>  (Housing Portfolio Holder/Finance & Technology Portfolio Holder)	Prepare and plan for the effects of welfare reforms in an effective and co-ordinated way;	Aim 1 - Safeguard frontline services;  Aim 5 - Community leadership & protection of the character of the district;	(a) The delivery of the Council's Welfare Reform Mitigation Action Plan, to mitigate the effect of reforms on the Council and local residents in receipt of benefits;	Completion of 40% of the Welfare Reform Action Plan by 30 April 2013, and full completion by 31 December 2013;	DoH
			(b) The implementation of an amended and updated scheme of local support for Council Tax, to provide the greatest possible protection to residents whilst remaining cost neutral;	Adoption of an amended local Council Tax support scheme by 31 December 2013;	DoFICT
			(c) The retention of adequate resources to ensure that the threat of fraud continues to be effectively managed;	Determination of the Council's response to any further announcements by the Department for Work and Pensions on the Single Fraud Investigation Service, by 31 December 2013;	DoFICT
			(d) The retention of adequate resources to ensure that the Council's benefit function continues to be effectively operated and managed;	Determination of the Council's response to any further announcements by the Department for Work and Pensions on Universal Credit and the role of local authorities in future service provision, by 31 December 2013;	DoFICT
			(e) The continued publication of appropriate information, to make residents, Members and partners aware of new policy developments in respect of welfare reforms; and their implications;	Issue of appropriate press releases and the inclusion of relevant information in the Council Bulletin, within ten working days of any significant announcements being made by the government.	DoFICT