

COUNCIL PLAN 2006-2010 – ACTION PLAN

REF	OBJECTIVE AND KEY PERFORMANCE INDICATOR (KPI) REFERENCE	ACTION (S)	LEAD MEMBER/LEAD OFFICER	REQUIRED OUTCOME(S)	PERFORMANCE TARGET/MEASURE
GREEN AND UNIQUE					
GU1	To ensure that new homes provided in the district as a result of regional growth are sustainable, by good planning and the provision of adequate infrastructure (<i>KPI Ref: Not applicable</i>).	(a) To make representations to the Examination-in-Public of the East of England Plan, in relation to the appropriate level of future residential development in the district;	Planning and Economic Development Portfolio Holder/Head of Planning and Economic Development	The protection of the special character of the Epping Forest District by a reduction in the number of homes planned for the district, and the number of affordable homes allocated to key workers planned for the east of England region.	(a) A reduction in the number of homes proposed for the district in the final version of the East of England Regional Plan from 11,000;
		(b) To approach neighbouring local authorities with a view to jointly planning the delivery of additional homes in the region, following the final East of England Plan has been published.	Planning and Economic Development Portfolio Holder/Head of Planning and Economic Development		(b) A reduction in the number of affordable homes allocated to key worker homes planned for the region in the final version of the East of England Regional Plan from 760 to 500 per annum.
GU2	To increase levels of recycling and to reduce waste growth (<i>KPI Refs: BV82(a)(i), BV82(a)(ii), BV82(b)(i), BV82(b)(ii)</i>).	To fully implement the wheeled bin and alternate weekly waste collection arrangements across the district;	Environmental Protection Portfolio Holder/Head of Environmental Services	The attainment of statutory and local recycling and waste reduction targets.	The achievement of a recycling target of 40% by 2008/09.
GU3	To increase the profile of the Council's Museum Service and improve access to the collections of the Epping Forest Museum and understanding of the social history of the district (<i>KPI Refs: BV156, BV170(a), BV170(c)</i>).	(a) To undertake improvements to the entrance area and re-display the lower galleries at the Epping Forest Museum;	Leisure and Young People Portfolio Holder/Head of Leisure Services	The provision of improved access to the Epping Forest Museum for people with disabilities, the generation of increased numbers of visitors to the museum, and greater public awareness of the Museum Service and the history of the district.	(a) Improvements to museum entrance area to be completed by 30 September 2006;
		(a) To undertake a community outreach programme at schools, libraries and public buildings to increase the profile of the Council's Museum Service.			(b) Improved performance of 5% per annum to be achieved on BVPI's in relation to numbers of visitors to the Epping Forest Museum.

GU4	To develop the Local Development Framework for the district (<i>KPI Ref: Not applicable</i>).	To commence the development of the Local Development Framework once amendments to the current Local Plan for the district has been completed and the final version of the East of England Regional Plan has been published.	Planning and Economic Development Portfolio Holder/Head of Planning and Economic Development	The adoption of a development framework for the district against which future planning proposals can be assessed.	The adoption of the Local Development Framework by 30 September 2010 (targets for the completion of numerous intermediate stages of the development of the framework have previously been approved by the Office of the Deputy Prime Minister).
HOMES AND NEIGHBOURHOODS					
HN1	To increase the amount of affordable housing in the district to meet identified need, and to consider and investigate different options for increased delivery (<i>KPI Refs: BV106, H15(a), H15(b)</i>).	(a) To revise the Local Plan for the district to require that 40% of all homes built on developments over fifteen properties are affordable to people on low incomes;	Planning and Economic Development Portfolio Holder/Head of Planning and Economic Development	An increase in the amount of affordable housing provided through Section 106 Agreements by at least 33%.	The approval of at least twenty more affordable homes per annum through planning permissions, than if the alterations to the Local Plan had not been made.
		(b) To work with housing associations to provide more local affordable housing;	Housing Portfolio Holder/Head of Housing Services	The development of a good relationship between the Council, its housing association partners, and the Epping Forest Strategic Housing Partnership, resulting in the provision of additional affordable housing.	The completion of at least one hundred new affordable homes per annum.
		(c) To consider in detail the following options for increasing the delivery of affordable housing, initially through the Housing Scrutiny Panel:	Housing Portfolio Holder/Chairman of Housing Scrutiny Panel/Head of Housing Services	The consideration and future adoption of new initiatives to increase the amount of affordable housing.	An increase in the amount of affordable housing available in the district.
		(i) allowing the development of residential accommodation in the Green Belt, providing significant levels of affordable housing, as a very special reason for departing from normal Green Belt policy;			
		(ii) the development of affordable housing on large urban open spaces within estates;			
		(iii) setting an absolute minimum amount of 20% affordable housing that will be acceptable on large development sites, irrespective of other planning gains;			
		(iv) the provision of more Social Housing Grant to Registered Social Landlords;			
(v) a review of the Council's landholdings to assess the scope for developing additional affordable housing;					

		(vi) the use of grant funding from the Housing Corporation's London Region to be used to fund the development of affordable housing schemes in the district, with nomination agreements being shared between the Council and London boroughs;			
		(vii) greater commitment by the Council to comply with the agreed Joint Commissioning Scheme, to increase the likelihood of Housing Corporation bids being funded; and			
		(viii) the seeking of 'hot spot' status from the Office of the Deputy Prime Minister, to reduce right to buy discounts and deter right to buy sales, thereby slowing down the reduction in Council housing stock.			
HN2	To prevent homelessness and respond to homelessness applications efficiently, effectively and fairly, to help homeless people secure appropriate accommodation and minimise the use of bed and breakfast accommodation (<i>KPI Refs: BV106, BV183(a), BV183(b), H15(a), H15(b)</i>).	(a) To increase the amount of affordable housing in the district to meet identified need;	Housing Portfolio Holder/Head of Housing Services	See objective HN1	See objective HN1
	(b) To provide additional temporary accommodation by the extension of the Fresh START Scheme from ten to twenty privately rented properties leased by a housing association, and the development of Leader Lodge at North Weald for the provision of eight to ten self contained flats as temporary accommodation;	The provision of eighteen to twenty additional units of temporary accommodation.		The provision of an additional ten units of accommodation by 30 April 2006 and a further 8 to 10 units by 30 April 2008.	
	(c) To further develop the Council's homelessness prevention service by the appointment of an additional part-time homelessness prevention officer, specialising in young people's homelessness and to work with partner agencies to tackle homelessness.	The provision of improved homelessness services, particularly for young people.		The prevention of at least an additional forty incidences of homelessness per annum.	
HN3	To help people with special housing needs to live in homes suitable for their needs, with appropriate levels of support (<i>KPI Ref: Not applicable</i>).	To work with the other main agencies involved with supported housing and, after consultation with service providers and service users, produce an annual Local Supporting People Strategy.	Housing Portfolio Holder/Head of Housing Services	The production of an annual Local Supporting People Strategy setting out how the agencies involved with supported housing will help meet peoples special needs.	The production of an updated Local Supporting People Strategy by 1 April each year.

HN4	To ensure that privately owned homes are fit for people to live in, with empty homes kept to a minimum and to provide help to those who need it most (<i>KPI Ref: Not applicable</i>).	(a) To target assistance at home owners in need;	Environmental Protection Portfolio Holder/Head of Environmental Services	The provision of improved, more secure homes in the private sector.	(a) The provision of at least four home renovation grants and sixty Home Repairs Assistance Grants per annum, at a cost of no more than £200,000 per annum until the revised Private Sector Housing Assistance Policy is adopted;	
					(b) 70% of vulnerable private sector households to be living in homes meeting the decent homes standard by 2010/11.	
		(b) To produce an Empty Homes Strategy setting out how the number of empty homes in the district can be reduced;			The development of an Empty Homes Strategy setting out the way that the Council will try to minimise the number of empty properties and will deal with long term empty properties causing a nuisance.	(a) The production of an Empty Homes Strategy by 1 September 2006;
						(b) The bringing of at least ten empty properties brought back into use per annum as a result of initiatives within the Empty Property Strategy.
		(c) To analyse the results of the latest Private Sector Stock Condition Survey;			To achieve a better understanding of the condition and energy efficiency of the private sector housing stock and the number of empty properties in the district.	The completion of the analysis the results of the Private Sector Stock Condition Survey by 31 March 2006.
	(d) To produce an updated Private Sector Housing Assistance Policy, based on the results of the Private Sector Stock Condition Survey.	The development of a clear policy on the criteria to be adopted by the Council for the provision of various forms of assistance to owners and occupiers of private sector properties.	The production of the Private Sector Housing Assistance Policy by September 2006.			
HN5	To ensure that the Council manages and maintains its homes effectively and efficiently, and that it provides decent homes for its tenants and leaseholders at affordable rents, and deals with issues of anti-social behaviour (<i>KPI Refs: BV63, BV66(a), BV164, BV184(a), BV1849(b)</i>).	(a) To continue to identify which Council homes do not meet, or will not meet, the Decent Homes Standard, provide sufficient resources and carry out appropriate programmes of work to ensure that all these homes meet the Standard by 2010;	Housing Portfolio Holder/Head of Housing Services	The provision of decent homes for occupation by the Council's tenants	All homes to meet the Decent Home Standard by 2010.	
		(b) To undertake a major improvement scheme at Springfields, Waltham Abbey;				The achievement of ninety-six improved tenanted and leasehold properties that meet the Decent Homes Standard.

		(c) To implement an Introductory Tenancy Scheme;		All new tenants to be provided with non-secure introductory tenancies, for the first twelve months Council tenancy, to reduce anti-social behaviour by new tenants and to enable the Council to take swift action against offenders.	No serious acts of anti-social behaviour by new tenants, which have not resulted in legal action being taken to evict the offending tenants.
		(d) To introduce a joint Choice Based Lettings Scheme, in collaboration with five neighbouring local authorities.		Housing applicants will be able to "bid" for vacant properties in any of the six local authority areas where they are registered, instead of properties being "allocated" by the local authorities to those in most housing need.	The implementation of a joint Choice Based Lettings Scheme by 1 April 2007.
HN6	To continue to undertake improvements in local environmental standards (<i>KPI Refs: BV199(a), BV199(b), BV199(c), BV199(d)</i>).	(a) To extend the use of locally based cleansing teams where appropriate to the locality;	Environmental Protection Portfolio Holder/Head of Environmental Services	(a) Improved standards of street cleansing and local environmental conditions;	Improvements in respect of relevant Best Value Performance Indicators, to achieve top quartile district council performance by 30 June 2006.
		(b) To utilise where appropriate the new powers available to the Council within the Clean Neighbourhoods and Environment Act 2005.		(a) Reductions in fly-tipping, fly-posting, abandoned vehicles etc.	
HN7	To seek to deal with problems associated with vehicle parking in the built up areas of the district (<i>KPI Ref: Not applicable</i>).	To complete parking reviews for the Loughton and Waltham Abbey areas.	Civil Engineering and Maintenance Portfolio Holder/Head of Environmental Services	The improvement of local parking arrangements, and the management of problems associated with on street and commuter parking.	(a) The completion of parking reviews for Loughton and Waltham Abbey by 31 March 2007;
					(b) The implementation of locally agreed parking controls to include resident parking schemes where appropriate, commencing during 2007/08.
A SAFE COMMUNITY					
SC1	To enhance the safety, security and wellbeing of people using the district's town centres and public car parks (<i>KPI Ref: LPI CEM1(a), (b),(c),(d),(e),(f),(g)</i>).	To include improved lighting and closed circuit television systems as part of programme of town centre enhancements and the upgrading of the Council's public car parks.	Civil Engineering and Maintenance Portfolio Holder/Community Wellbeing Portfolio Holder/Head of Environmental Services//Head of Research and Democratic Services	The provision of safer and more secure town centres and public car parks.	The achievement of an appropriate accreditation for at least one car park per annum.
SC2	To reduce the overall level of recorded crime in the district (<i>KPI Ref: BV175</i>).	(a) To develop a joint Community Safety Team, consisting of the Council's Crime Reduction Unit and local police officers;	Community Wellbeing Portfolio Holder/Head of Research and Democratic Services	The achievement of reduced crime levels across the district.	The achievement of a reduction in the overall level of recorded crime in the district by 16% by March 2008 based on the crime figures for 2003/04.
		(b) To reduce the incidences of recorded domestic burglary, theft of vehicles, criminal damage and robbery that occur in the district.			

SC3	To reduce levels of anti-social behaviour and provide leisure and training opportunities for young people to encourage positive and healthy lifestyles (<i>KPI Ref: Not applicable</i>).	To work with the Council's partners to secure ongoing external funding for the project.	Leisure and Young People Portfolio Holder/Head of Leisure Services	To reduce levels of anti-social behaviour and to work with young offenders to assist rehabilitation.	The provision of at least one on-going activity per annum in each area identified by Crime and Disorder Reduction Partnership in relation to anti-social issues involving young people.
FIT FOR LIFE					
FL1	To ensure that the leisure management contract entered into with SLM Limited delivers the Council's key objectives for the future of its leisure facilities, with respect to lower revenue costs, increased investment, continuous improvement and the transfer of risk (<i>KPI Ref: Not applicable</i>).	(a) To undertake regular and effective monitoring of the leisure management contract entered into with SLM Limited;	Leisure and Young People Portfolio Holder/Head of Leisure Services	The maintenance of high standards of service and customer satisfaction in accordance with the requirements of the leisure management contract.	(a) The number of Default Notices issued in relation to the Leisure Management Contract to be below ten complaint notices or five default notices in any four consecutive week period;
		(b) To explore further service initiatives to reduce revenue costs and increase participation;		The provision of new facilities that increase participation.	(b) The number of Stage 2 Complaints made to the Council in respect of its leisure facilities to remain at less than 1% of total number of participants using the facilities.
		(c) To ensure that capital investment is completed on time and to the correct standard.		The maintenance of assets to appropriate standards.	An increase in Participation and level of Income in line with projections contained in the contractor's tender.
FL2	To increase access to leisure and cultural opportunities in the rural parts of the district through the 'Beyond Suburbia' Cultural Development Programme (<i>KPI Ref: Not applicable</i>).	To implement the key findings of the Beyond Suburbia initiative in partnership with local parish councils and other agencies.	Leisure and Young People Portfolio Holder/Head of Leisure Services	The improvement of quality of life for rural communities, the alleviation of isolation and economic benefits.	(a) The achievement of ten new activities in rural parishes per annum;
					(b) The generation of external funding of £50,000 per annum for one new facility development project each year.
FL3	To increase access to opportunities for people of all ages and abilities to lead a healthy lifestyle (<i>KPI Ref: Not applicable</i>).	To expand the district wide 'Active Life' programme of activities to include the 'Life Walks' 'Bodycare' and general practitioner referral schemes, and other initiatives.	Leisure and Young People Portfolio Holder/Head of Leisure Services	Increased participation in physical activity by people at risk leading to lower incidence of ill health.	(a) The achievement of an increase in the number of participants in the 'Active Life' initiative of 5% per annum;

					(b) The achievement of an increase in the number of people referred by General Practitioners and other health professionals of 5% per annum;
					(c) The achievement of at least two activity sessions becoming self sustainable per annum.
FL4	To work more closely with the local Primary Care Trust to ensure that the activities that the Council carry out in environmental monitoring and inspection contribute fully to improving the overall health of the community, including specifically the promotion of anti-smoking initiatives (<i>KPI Ref: Not applicable</i>).	To review the Council's environmental, inspection and enforcement arrangements and policies along with the Primary Care Trust.	Environmental Protection Portfolio Holder/Head of Environmental Services	The alignment of the Council's inspection, enforcement and awareness activities with the relevant public health objectives of the Primary Care Trust	The adoption of a jointly agreed public health policy with the Primary Care Trust by 31 March 2007.
FL5	To implement the requirements of forthcoming legislation dealing with smoking in the workplace (<i>KPI Ref: Not applicable</i>).	To incorporate the enforcement of workplace smoking into the Council's existing environmental health inspection regime.	Environmental Protection Portfolio Holder/Head of Environmental Services	The achievement of a reduction in coronary heart disease, lung cancer and other smoking related diseases.	(a) To undertake appropriate public information campaigns to bring the requirements of workplace smoking legislation to the attention of employers, employees and users of public premises in the district, within six months of the date of the new legislation coming into force being known; (b) To monitor reductions in smoking related illnesses within the district in liaison with the Primary Care Trust.
ECONOMIC PROSPERITY					
EP1	To continue to remain a low tax authority (<i>KPI Ref: Not applicable</i>).	To set Council Tax increases for 2007/08, 2008/09 and 2009/10 of no more than 2.5% per annum.	Finance, Performance Management and Corporate Support Services Portfolio Holder/Head of Finance	Council Tax levels for 2007/08, 2008/09 and 2009/10 will increase no more than 2.5%.	The actual level of Council Tax increases for 2007/08, 2008/09 and 2009/10.
EP2	To enhance the town centre areas at Loughton High Road and Loughton Broadway to provide improved environments for the users of the centres and the	To complete the agreed programme of town centre enhancement works and improvements.	Civil Engineering and Maintenance Portfolio Holder/Head of Environmental Services	The achievement of enhanced town centre environments, providing improved facilities for all users of the town centres.	(a) The completion of Phases 1 and 2 of the Loughton High Road town centre enhancement scheme by 31 December 2006;

	providers of services (<i>KPI Ref: Not applicable</i>).				(b) The commencement of Phase 1 of the Loughton Broadway town centre enhancement scheme by 31 July 2006.
EP3	To co-ordinate land use and planning policies, and housing, transport and local infrastructure (<i>KPI Ref: Not applicable</i>).	(a) To secure amendments to the district Local Plan to ensure the planning and development policies for the district for the foreseeable future are co-ordinated and appropriate; (b) To secure the inclusion of a statement in the new Local Development Framework emphasising need to co-ordinate land use, planning policies, housing, transport and infrastructure in a way that ensures economic prosperity and tackles deprivation, taking account of what has been secured in alterations to the Local Plan.	Planning and Economic Development Portfolio Holder/Head of Planning and Economic Development	The coordination of land use, planning policies, housing, transport and infrastructure to promote sustainability, economic prosperity and tackle areas of deprivation.	The completion of the coordination of all relevant policies by 31 August 2006.
EP4	To ensure that young people can express informed views on issues that affect them and actively take part in the democratic process (<i>KPI Ref: Not applicable</i>).	To support the work of the Essex Youth Assembly and local youth councils to enable young people's voices to be heard.	Leisure and Young People Portfolio Holder/Head of Leisure Services	The empowering of young people to influence decisions on those matters that directly affect them.	The achievement of full representation for the district on the Essex Youth Assembly and youth councils by local young people by 31 December 2006.
EP5	To respond to issues of deprivation in the district, based on the results of the Index of Multiple Deprivation 2004. (<i>KPI Ref: Not applicable</i>).	(a) To continue to identify measures to alleviate specific deprivation problems identified through an analysis of the 2004 Indices of Deprivation; and to work with partner agencies to tackle deprivation issues; (b) As a partner agency to the Epping Forest local strategic Partnership, to establish children's centres within the district.	Planning and Economic Development Portfolio Holder/Head of Planning and Economic Development	The development of targeted programmes of action to address the needs of local communities.	The establishment of six children's centres within the district by 31 March 2008.
EP6	To maintain and improve the links between the Council, local town centres and the business community of the district (<i>KPI Ref: Not applicable</i>).	To further develop the Town Centre Partnerships, or other appropriate local business forums, to encourage participation by local businesses.	Civil Engineering and Maintenance Portfolio Holder/Head of Environmental Services/ Planning and Economic Development Portfolio Holder/Head of Planning and Economic Development	The achievement of stronger links between the Council and local business communities across the district.	The achievement of full local business community representation on the individual Town Centre Partnerships or other appropriate local business forums.
IMPROVING OUR PERFORMANCE					

IP1	To implement the Customer Services Transformation Programme (<i>KPI Refs: BV8, BV9, BV0, BV12, BV14</i>).	(a) To identify and agree the appropriate resource requirements for the implementation of the Customer Services Transformation Programme;	Customer Services, Media, Communications and Information Technology Portfolio Holder/Head of Information and Communication Technology	The achievement of improvements in answering telephone calls and the implementation of consistent telephone answering standards; the provision of customer access to Council services through 'self service' electronic channels; the provision of customer access to the majority of services in a single ground floor reception area at the Civic Offices; and the provision of extended opening hours to meet customer demand.	The resource requirements for the Customer Services Transformation Programme are currently being assessed by the consultants engaged by the Council to devise the programme. Specific targets and performance measures will be developed as the implementation of the Customer Services Transformation Programme is progressed.
		(b) Subject to (a), to establish a corporate customer contact centre as the first phase of the Customer Services Transformation Programme.			
IP2	To achieve and maintain top quartile district council performance for the speed of processing of new Housing Benefit claims and changes of circumstances, and to maintain current top quartile performance for the accuracy of benefit assessments (<i>KPI Refs: BV78(a), BV78(b), BV79(a)</i>).	(a) To implement an Electronic Records Document Management System for the Benefits Division;	Finance, Performance Management and Corporate Support Services Portfolio Holder/Head of Finance	(a) Time currently lost on searching for paper files will be able to be devoted to more productive activities and medium term efficiency gains secured.	(a) The achievement and maintenance of top quartile district council performance for the speed of processing of new Housing Benefit claims and changes of circumstances. The necessary hardware and software for the Electronic Records Document Management System are already in place and funding of £15,000 has been allocated to aid the implementation of the system.
		(b) To investigate the use of information technology to enhance performance by mobile working, in partnership with other appropriate local authorities.		(b) Benefit Visiting Officers to be provided with tablet personal computer equipment containing benefit information that can be used to check and verify benefit entitlement during the course of a visit. Eventually claims will be able to be processed during visits, which will assist claimants and improve performance.	(b) To maintain current top quartile district council performance for the accuracy of Housing Benefit assessments. A grant of £133,000 has been awarded by the Department of Work and Pensions to enable this initiative to commence in partnership with two other local authorities.
IP3	To achieve and maintain top quartile district council performance for the determination of all planning applications (<i>KPI Refs: BV109(a), BV109(b), BV109(c)</i>).	To fully implement agreed proposals for planning performance improvements, including new information technology systems, a planning 'hit squad' and the service restructure.	Planning and Economic Development Portfolio Holder/Head of Planning and Economic Development	The achievement of improved determination times for all classes of planning application.	The achievement of top quartile district council performance by 30 June 2006, and the maintenance of top quartile performance thereafter.
IP4	To deliver customer-focused services which meet the needs and aspirations of the diverse communities of the district (<i>KPI Ref: Not applicable</i>).	To develop and adopt a corporate Public Consultation and Engagement Policy and Strategy.	Finance and Performance Management Portfolio Holder/Head of Human Resources and Performance Management	The establishment of meaningful opportunities for residents and customers of the Council to inform and influence policy development and service provision.	The adoption of new Public Consultation and Engagement Policy and Strategy by 31 October 2006.

IP5	To achieve top quartile district council performance for each Key Performance Indicator identified by the Council on an annual basis (<i>KPI Refs for 2006/07: BV2(b), BV8, BV9, BV10, BV11(a),(b),(c), BV12, BV14, BV16(a), BV17(a), BV63, BV66(a), BV78(a),(b), BV79(a), BV82(a)(i),(ii), BV82(b)(i),(ii), BV84(a),(b), BV91(a), BV106, BV109(a),(b),(c), BV156, BV164, BV166(a), BV170(a),(c), BV183(a),(b), BV184(a),(b), BV199(a),(b),(c),(d), BV204, BV212, LPIEH6, LPI H15(a),(b), LPI CEM1(a), (b),(c),(d),(e),(f),(g).</i>	(a) To develop annual improvement plans in respect of all Key Performance Indicators;	All Portfolio Holders/All Heads of Service	The achievement of top quartile district council performance in the service priority areas identified by the Council each year.	The achievement of top quartile district council performance in priority areas by 31 March each year, based on quartile data published by the Audit Commission.
		(b) To monitor progress towards the achievement of top quartile district council performance for each Key Performance Indicator on a quarterly basis.			