

## Key Action Plan 2017-18      Corporate Plan 2015-2020

<i>Action</i>	<i>Lead directorate</i>	<i>Lead officer</i>	<i>Target</i>	<i>Scrutiny</i>	
<b>Aim 1    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</b>					
Key Objective (a) To ensure that the Council's Medium Term Financial Strategy (MTFS) 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 Council's future options review for the HRA Financial Plan, in light of Government requirements to reduce Council house rents by 1% p/a for 4 years and to sell 'higher value' empty Council properties.	Communities	Director of Communities	Mar 2018	Com SC
2	Prepare for the implementation of the sale of 'higher value' empty Council properties, to pay the Government's annual levy and meet the requirements of the Housing and Planning Act 2016	Communities	Assistant Director, Private Housing and Communities Support	Mar 2018	Com SC
3	Deliver savings and generate income identified for 2017/18 as approved by the Cabinet	Management Board	Chief Executive	Mar 2018	Res SC
4	Prepare to deliver savings and generate income for 2018/19 within the Medium-Term Financial Strategy	Management Board	Chief Executive	Mar 2018	Res SC
5	Develop additional business cases, including the use of the 'Invest to Save' Fund, to address the need for net savings and income generation in subsequent years	Management Board	Chief Executive	Sep 2017	Res SC
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: <div style="display: flex; justify-content: space-between;"> <ul style="list-style-type: none"> <li>■ The Epping Forest Shopping Park, Loughton</li> <li>■ St John's Redevelopment Scheme, Epping</li> </ul> <ul style="list-style-type: none"> <li>■ Council Housebuilding Programme</li> <li>■ North Weald Airfield</li> </ul> </div>					
1	Deliver Phase 1 of the Council Housebuilding Programme, to provide 23 new affordable rented homes	Communities	Assistant Director, Housing Property and Development	May 2017	Com SC

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2	Progress Phases 2 and 3 of the Council Housebuilding Programme, to provide 85 new affordable rented homes	Communities	Assistant Director, Housing Property and Development	Mar 2018	Com SC
3	Procure Phases 4, 5 and 6 of the Council Housebuilding Programme, to provide new affordable rented homes	Communities	Assistant Director, Housing and Property Development	Mar 2018	Com SC
4	Purchase 8 affordable rented properties from the private developer of the development at Barnfield, Roydon, as part of the Council's Housebuilding Programme	Communities	Assistant Director, Housing Property and Development	Mar 2018	Com SC
5	Establish a pilot for modular accommodation to meet the housing needs of six single homeless residents	Communities	Director of Communities	Mar 2018	Com SC
6	Relocate the Housing Repairs Service from the Epping Depot to the Oakwood Hill Depot, Loughton	Communities	Assistant Director, Housing Property and Development	Mar 2018	Com SC
7	Sell the Council-owned nursery site at Pyrles Lane, Loughton, to deliver a capital receipt	Neighbourhoods	Director of Neighbourhoods	Dec 2017	Nei SC
8	Subject to the agreement of Cabinet, enter into a Development Agreement with the purchaser of the nursery site at Pyrles Lane, Loughton, 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	Dec 2017	Com SC
9	Deliver an approach to North Weald Airfield with an agreed operating partner, to maximise the use of the facilities	Neighbourhoods	Assistant Director, Neighbourhoods	Mar 2018	Nei SC
10	Open the Epping Forest Shopping Park, to deliver local jobs and economic development	Neighbourhoods	Director of Neighbourhoods	Sep 2017	Nei SC

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11	Develop the St John's Road site, to deliver local jobs and economic development	Neighbourhoods	Director of Neighbourhoods	Mar 2018	Nei SC
12	Produce a plan to implement agreed recommendations from the Service Accommodation Review, to optimise the use of the Council premises	Transformation Programme Board	Director of Resources	Mar 2018	Res SC
13	Deliver the 2017/18 works from the Facilities Management Programme	Resources	Assistant Director, ICT and Facilities Management	Mar 2018	Res SC
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 shared service agreement to manage Lowewood Museum on behalf of Broxbourne Borough Council, to generate income	Communities	Assistant Director, Community Services and Safety	Jun 2017	Com SC
2	Subject to the successful receipt of National Portfolio Organisation (NPO) status from Arts Council England, evaluate the potential for partnership working with Chelmsford Borough Council for museum and cultural services	Communities	Assistant Director, Community Services and Safety	Mar 2018	Com SC
3	Evaluate the potential to expand the provision of legal services provided to other authorities, to generate income	Governance	Assistant Director, Legal Services	Dec 2017	Gov SC
4	Complete a new off-street parking contract to manage the Council's car parks with an alternative provider to increase efficiency and reduce costs	Neighbourhoods	Director of Neighbourhoods	Apr 2017	Nei SC
5	Provide payroll service jointly with Braintree and Colchester Councils and sign up at least one more partner authority or one other authority to buy in our service, to deliver savings	Resources	Assistant Director, Human Resources	Mar 2018	Res SC

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6	Implement the recommendations of the Reprographics Service Review, to make savings and improvements to print services	Resources	Assistant Director, Human Resources	Mar 2018	Res SC
7	Develop an approach to shared service review, to establish opportunities for sharing services with other public sector partners	Transformation Programme Board	Head of Transformation	Mar 2018	O&S
<b>Aim 2    To ensure that the Council has a sound and approved Local Plan and commences its subsequent delivery</b>					
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	Facilitate and ensure that accommodation provided to nursery workers is fit for purpose, through implementation of the Nursery Workers Accommodation Action Plan	Communities	Assistant Director, Private Housing and Community Support	Mar 2018	Com SC
2	Complete the new Local Plan in accordance with the National Planning Policy Framework and in the timescales outlined in the adopted Local Development Scheme (LDS)	Neighbourhoods	Director of Neighbourhoods	As per the LDS plan	Nei SC
3	Update the Council's Housing Strategy, following production of the Draft Local Plan 'Preferred Options Approach'	Communities	Director of Communities	Dec 2017	Com SC
Key Objective (b) To increase opportunities for sustainable economic development within the District, in order to increase local employment opportunities for residents					
1	Adoption and publication of the Local Plan Regulation 26, including site allocations for employment land and policies maps	Neighbourhoods	Director of Neighbourhoods	Oct 2018	Nei SC
2	Provide sustainable employment opportunities for the district's young people through development of the Council's apprenticeship scheme	Resources	Assistant Director, Human Resources	Mar 2018	Res SC

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3	Lead the development of Harlow and Gilston Garden Town in partnership with East Herts and Harlow Councils, to delivery housing and economic development across west Essex	Neighbourhoods	Director of Neighbourhoods	Mar 2018	Nei SC
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 receipt of funding from Arts Council England, establish a Museum Development Trust to increase income for museum services	Communities	Assistant Director, Community Services and Safety	Mar 2018	Com SC
2	Deliver the transition of the Council's leisure facilities to a new partner through contract management	Neighbourhoods	Director of Neighbourhoods	Apr 2017	Nei SC
3	Develop a new leisure centre in Waltham Abbey, to deliver savings and improved facilities	Neighbourhoods	Director of Neighbourhoods	Nov 2018	Nei SC
4	Establish 3 multi-agency groups to contribute to the health, well-being and safety priorities of our residents, to improve quality of life	Communities	Assistant Director, Community Services and Safety	Apr 2018	Com SC
<b>Aim 3    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</b>					
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	Deliver the 2017/18 works from the Council's Transformation Programme, achieving key benefits for our customers	Transformation Programme Board	Chief Executive	Mar 2018	O&S

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2	Produce a plan to implement the Workforce Development Strategy, to establish a new common operating model	Resources	Assistant Director, Human Resources	Mar 2018	Res SC
3	Advance proposals to amalgamate the contact centre and reception points to improve reception services for customers	Office of the Chief Executive	Head of Customer Service	Mar 2018	O&S
4	Deliver customer self-service account facilities for residents and businesses so they can receive their bills electronically	Resources	Assistant Director, Revenues	Sep 2017	Res SC
5	Deliver projects of legislative importance, to ensure our services for customers are fit-for-purpose, including: <ul style="list-style-type: none"> <li>▪ Local and national elections</li> <li>▪ Closure of statutory accounts</li> <li>▪ Internal audits; and</li> <li>▪ District Emergency Control Centre plan</li> </ul>	Management Board	Chief Executive	Mar 2018	O&S
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	Trial flexible working for Building Control and Development Control officers through the use of new technologies	Governance	Assistant Director, Development Management	Mar 2018	Gov SC
2	Implement the ICT Strategy to support the Transformation Programme, including mobile and flexible working	Resources	Assistant Director, ICT and Facilities Management	Mar 2018	Res SC
3	Implement use of mobile phone text messages to remind customers when their payment is due	Resources	Assistant Director Revenues	Sep 2017	Res SC
4	Produce a plan to improve the management of information, to protect public data and comply with legislation	Governance	Director of Governance	Mar 2018	Gov SC

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5	Deliver initiatives from the Environmental Charter, using modern technology to provide enhanced services to customers	Communities	Assistant Director, Private Sector Housing	Mar 2018	Com SC
6	Deliver the Corporate Communications project, to increase customer recognition of our services and improve communications with our customers	Governance	Assistant Director, Governance	Mar 2018	Gov SC
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 Action Plan for the future delivery of services to older people, following the Ageing Population Needs Assessment	Communities	Assistant Director, Community Services and Safety	Mar 2018	Com SC
2	Review the approach to the delivery of housing support for residents at the Council's sheltered housing schemes	Communities	Assistant Director, Housing Operations	Mar 2018	Com SC
3	Review, modernise and rationalise the sheltered housing to better meet the needs of residents	Communities	Director of Communities	Dec 2017	Com SC
4	Deliver the Council's Careline Monitoring Service through an outsourced arrangement with a third party provider, following a competitive procurement exercise	Communities	Assistant Director, Housing Operations	Feb 2018	Com SC