

**KEY OBJECTIVES 2014/15**

<b>Theme</b>	<b>Key Objective</b>	<b>Medium-Term Aim</b>	<b>Key Deliverable</b>	<b>Target/How Measured</b>	<b>Lead Officer(s)</b>
<b>COMMUNICATIONS</b> (Support Services Portfolio Holder)	Proactively promote the policies and reputation of the Council internally and externally;	Aim 3 - Innovative & transparent council;  Aim 5 - Community leadership & protection of the character of the district;	(a) The communication of accurate and appropriate public information about the development of the Council's new waste management contract and future waste collection and recycling arrangements;	Publication/issue of relevant information at key stages of the development of the new waste management contract;	DoN
			(b) The communication of accurate and appropriate public information about the development of the new Local Plan for the Epping Forest District, which will guide future development decisions;	Publication/issue of relevant information at key stages of the Local Plan process;	DoN
			(c) The communication of accurate and appropriate information to make residents, members and partners aware of developments in respect of welfare reforms and the implications of reforms;	Publication/issue of relevant press releases and the inclusion of information in the Council Bulletin, within ten working days of any significant announcements by the government in respect of welfare reforms;	DoR
<b>COMMUNITY ENGAGEMENT</b> (Leisure & Wellbeing Portfolio Holder/Housing Portfolio Holder/Safer, Greener & Transport 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; Aim 3 - Innovative & transparent council;  Aim 5 - Community leadership & protection of the character of the district;	(a) The development of the Community Engagement Programme for super output areas within the district and those areas with identified health inequalities;	Delivery of programme of community focussed consultation and community well-being initiatives by 31 March 2015;	DoC
			(b) The introduction of new site licences and licence conditions on authorised gypsy roma and traveller sites in the district;	(i) Undertaking of a consultation exercise with residents about the introduction of new site licences and licence conditions by 31 July 2014;	DoC
				(ii) Introduction of new site licences and conditions by 31 March 2015;	DoC
			(c) The introduction of revised off-street charging arrangements for public car parks in the district;	(i) Undertaking of a public consultation exercise in respect of proposed car park tariffs by 31 October 2014;	DoN
(ii) Adoption of off-street car parking strategy and parking tariffs by 31 March 2015;	DoN				
<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;	The delivery of a new Local Plan for the Epping Forest District to guide future development decisions;	Publication of local plan preferred options consultation document by 30 October 2014;	DoN
				Publication of the new Local Plan, following the preferred options consultation, by 30 September 2015;	DoN

<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;	(a) The development of an overarching Organisational Development Plan to provide direction for how the Council needs to develop in the future;	Adoption of Organisational Development Plan by 31 December 2014;	CE / Mgmt Board
		Aim 3 - Innovative & transparent council;	(b) The completion of the second phase ('Phase 2') of the organisational review of the Council's existing officer/service structure;	(i) Agreement of all Phase 2 organisational structures by 30 September 2014;	Mgmt Board
		Aim 4 - Improve efficiency & maximise revenue from assets;		(ii) Full implementation of all Phase 2 organisational structures by 31 March 2015;	Mgmt Board
		Aim 5 - Community leadership & protection of the character of the district;	(c) The delivery of the Council's organisational values and behaviours;	(i) Development of action plan to embed values and behaviours within each directorate, identifying processes and training needs, by 31 March 2014;	Mgmt Board
				(ii) Rollout of assessment of performance against values and behaviours through Performance and Development Review Process by 31 December 2014;	DoR
		(d) The development of a more commercial approach to service delivery;	(i) Adoption of corporate customer-focussed approach to service delivery by 30 September 2014;	(ii) Consideration of options for generation of increased revenue by appropriate traded services, by 31 March 2015;	CE / Mgmt Board
				(e) The review of the outsourced Out of Hours Call Handling Service for all emergency and routine housing repairs reports and appointments;	Consideration of review of operation of service by Management Board, by 31 March 2015;
		(f) The development of a corporate approach to flexible working arrangements;	(i) Investigation of options for flexible working, in terms of ICT and changes to corporate policy and culture, by 30 September 2014;	(ii) Adoption of appropriate flexible working strategies and policies by 31 March 2015;	CE / Mgmt Board
				(g) The implementation of the National Land and Property Gazetteer (LLPG) to provide unique identification of land and property within the district;	Achievement of a 'fit for purpose' standard of implementation of the LLPG proportionate to the Council's requirements for land and property identification, by 31 July 2014;
		(h) The review of the Council's new Housing Allocation Scheme and Tenancy Policy, after one year of operation;	(i) Completion of the review of the Allocation Scheme and Tenancy Policy by 31 December 2014;	(ii) Implementation of any changes required to the Policy by 31 March 2015;	DoC
				(i) The implementation of the Council's combined Child and Adult Safeguarding Policy, covering all aspects of safeguarding for children, young people and vulnerable adults;	Completion of appropriate training on the requirements of the Safeguarding Policy and full understanding of safeguarding roles by all members and identified staff, by 31 March 2015;

			(j) 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 2014;	DoC	
			(k) The development of the Council's Economic Development Strategy, setting out its support for the development of the local economy;	Adoption of Economic Development Strategy by 30 September 2014;	DoG	
			(l) 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 31 March 2015;	DoN	
			(m) The development of the Council's Leisure, Culture and Community Strategy, in conjunction with arrangements for the letting of a new Leisure Management Contract;	Adoption of Leisure, Culture and Community Strategy by 31 July 2014;	DoN / DoC	
			(n) The development of the Council's Operational Property Strategy, setting out arrangements for the effective management of its property assets;	Adoption of Operational Property Strategy by 30 September 2014;	CE / DoR	
<b>PERFORMANCE</b> (Finance & Technology Portfolio Holder)	Deliver key priorities within budget;	Aim 2 - Lowest District Council Tax in Essex;  Aim 3 - Innovative & transparent council;  Aim 5 - Community leadership & protection of the character of the district;	(a) The delivery of all key outcomes;	(i) Achievement of targets for all Key Performance Indicators for 2014/15 by 31 March 2015;	CE / Mgmt Board	
				(ii) Achievement of specified deliverables for all key objectives for 2014/15;	CE / Mgmt Board	
			(b) The consumption of resources within budget;	Containment of capital and revenue outturn for 2014/15 within the budget for the year;		DoR
			(c) The setting of a consistently low District Council Tax, whilst ensuring the protection of the delivery of front-line services;	Setting of low level of Council Tax for 2015/16, compared with other Essex district authorities, by 28 February 2015;		DoR
			(d) The undertaking of appropriate process improvement activity in accordance with the recommendations of the National Audit Office (NAO), following the NAO process review completed in 2013;	(i) Identification, review and re-engineering as necessary, of three sample processes across different directorates, by 31 March 2015;		CE / Mgmt Board
				(ii) Realignment of key performance indicator set to reflect additional qualitative outcomes, by 31 March 2015;		CE / Mgmt Board
<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 provision of appropriate services to meet the health and wellbeing needs of all residents of the Epping Forest District;	Adoption of the West Essex Health and Wellbeing Strategy by 31 July 2014;	DoN	

<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 March 2015;	DoG
				(ii) Facilitation of a detailed planning application for the T11 site by 30 November 2015;	DoG
				(iii) Commencement of development by 31 March 2016;	DoG
			(b) The preparation, subject to the resolution of relevant dependent factors, of a development brief for North Weald Airfield in accordance with the recommendations of the review undertaken by Deloitte;	Incorporation of agreed recommendations arising from the review of North Weald Airfield, as part of the development of the new Local Plan, by 31 March 2015;	DoN
			(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;	Relocation of the Housing Repairs Depot by 31 March 2015, to enable the depot site to be developed as part of the St. Johns Road redevelopment and to meet current and future needs;	DoC
			(d) The disposal, subject to member decisions, of the Council's nursery site at Pyrles Lane, Loughton;	Relocation of the Nursery Service from the Pyrles Lane site by 30 September 2015;	DoG
			(e) The development of depot provision at Oakwood Hill, Loughton;	(i) Facilitation of a detailed planning application for depot provision by 31 July 2014;	DoG
				(ii) Procurement of the detailed design and development of the Oakwood Hill site by 30 October 2014;	DoG
				(iii) Commencement of development by 31 March 2015;	DoG
			(f) The commencement, subject to appropriate planning consents, of the Council's new housebuilding programme to provide additional affordable housing in the district;	(i) Start on site at first site in Phase 1 of the housebuilding programme (Waltham Abbey) by 31 August 2014,	DoC
				(ii) Obtain Investment Partner status with the Homes and Communities Agency (HCA), to become eligible for HCA funding by 31 December 2014;	DoC
				(iii) Start on site at Phase 2 of the housebuilding programme (Burton Road, Loughton) by 31 March 2015;	DoC
			(g) The conversion of twenty difficult-to-let bedsits at Marden Close and Faversham Hall, Chigwell Row, into twelve self-contained flats,	Completion of conversion scheme by 30 April 2015;	DoC
			(h) The extension and refurbishment of the Epping Forest District Museum, assisted by Heritage Lottery Funding, to increase the size of the Museum and improve accommodation for displaying exhibits;	Commencement of museum extension and refurbishment works by 31 December 2014;	DoC
(i) The undertaking of an Environmental Estate Improvement Scheme at Oakwood Hill, Loughton in partnership with Essex County Council and others;	Agreement and commencement of identified estate improvement works by 31 March 2015;	DoC			

<b>WELFARE REFORM</b> 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 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 updated local Council Tax Support Scheme by 31 December 2014;	DoR
			(b) The retention of adequate resources to ensure that the threat of fraud is effectively managed;	Determination of the Council's response to any further announcements by the Department for Work and Pensions on the reation of a Single Fraud Investigation Service, by 31 December 2014;	DoR
			(c) The retention of adequate resources to ensure that the Council's benefit function is 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 2014;	DoR