

CORPORATE OBJECTIVE – TO PROVIDE QUALITY SERVICES COST EFFECTIVELY

Secondary Objective	Targets	Standards	Implementation	Lead Officer/ Division	Specific Budget Provision Made			Timeframe Starting Dates unless spec/d	Statutory & Discretionary Services			
					Yes	No	N/A		Mandatory	Supp. Mandatory	Legal Oblig.	Discretionary
To provide customer responsive services as accessible as possible	One point of contact	Access for all	Prepare an action plan to address the Implications of Access for the Disabled	Property Maintenance & Highway Services/Building Control	✓			Mid 2000	✓			
			Review of reception areas	Admn. & Member Services		✓		Early 2000				✓
			Review service provision to outlying areas of the District	Corporate Policy & Initiatives Division		✓		Late 2000				✓
			Development Team approach where appropriate	Planning Services/Housing Health & Comm. Care			✓	Ongoing				✓
			Review Housing Advice Service	Housing Health & Comm. Care			✓	Late 2000	✓			
	Better working between the tiers and with other partner organisations	Seamless service	Review formal partnership arrangements between tiers	Admin & Member Services			✓	Mid 2000				✓

			Review of Service Level agreements with partner organisations	All Divisions		✓	Ongoing				✓
			Review membership of outside organisations and working arrangements	Admin. & Member Services		✓	Ongoing				✓
			Review operations and relationships with voluntary sectors	All Divisions		✓	Ongoing				✓
			Continual review and devolvement of assets from the District to parishes	Legal Services		✓	Ongoing		✓		
			Review working arrangements with Registered Social Landlords	Housing Health & Comm. Care		✓	Mid 2000				✓
		Low level of complaints	Review collection and dissemination of information	Audit & Process Review Unit		✓	Ongoing				✓
		Develop level of customer response	Corporate consultation strategy in place	Head of Corporate Policy & Initiatives	✓		Summer 2000		✓		
	High level of customer satisfaction	Fewer Ombudsman investigations	Review monitoring systems in place	Audit & Process Review Unit		✓	Ongoing				✓

To maintain a recognised Best Value performance	Production of literature and publications understandable to all	Positive customer responses to services	Further development of arrangements for customer comments to be obtained	All Divisions			✓	Ongoing			✓
		Jargon free literature	Review processes to ensure reaching all members of the community	All Divisions	Partly		✓	Ongoing			✓
		High level of understanding	Internet strategy in place	Admin. & Members Services	✓			Early 2000	✓		✓
	Continued development of new technology to aid communications	Agreed programme in place	Select appropriate service on yearly bases	Audit & Process Review Unit/ relevant division			✓	November 1999	✓		
		Web site established	Undertake fundamental service review	Audit & Process Review Unit/ relevant division	Partly			From Spring 2000 then ongoing	✓		
			Publish findings for consultation	Relevant division	Partly				✓		
			Consider and implement conclusions	Relevant division		✓			✓		
	Best Value Annual performance plans	Plan in place	Prepare annual performance plan	Audit & Process Review Unit/ Chief Executive/CMB	Partly			Spring 2000 then annually	✓		

To develop the Council's response to the modernising agenda as outlined in the Local Government Bill	Decision making structure which is transparent, clearly attributable and accountable to the public	Operation of a decision making framework which is easily understood and 'user friendly'	Review the implications of the Local Government Bill as it affects Rochford Prepare options for the Council to consider	Chief Executive/ Admin. & Member Services		✓		Ongoing				✓ but once Bill passed mandatory
	To create an environment for effective Member working within the Council and community	Wider public recognition of Member role Best use of time for constituency and committee working	Development and implementation of Member training programme	CEX/Head of Member & Admin Services	✓		Ongoing					✓
To maintain high standards of probity in all of the Council's activities	Anti fraud policy	Culture of zero tolerance to fraud and corruption	Review and updating of policy	Audit & Process Review Unit		✓	Mid 2001			✓		
	Whistle blowing policy	Climate in which people are confident they can raise issues without the fear of recrimination harassment	Review and updating of policy	Audit & Process Review Unit		✓	Mid 2001			✓		

The development of Human Resources within the Authority	Prosecution policy	Prosecutions occur in accordance with policy	Review and updating of policy	Audit & process Review Unit			✓	Mid 2001		✓			
	Codes of Conduct for officers and Members	Officers and Members abide by Code of Conduct and all of their actions are transparent and open to scrutiny	Review and updating of codes	Admin & Member Services			✓	Mid 2001			✓		
	Register of interests for officers and Members	Officers and Members declaration of interest are fully up to date	Officers and Members personally responsible for updating register	Admin. & Member Services			✓	Ongoing			✓		
	To encourage the growth of a trained, motivated and responsive workforce	Stable workforce	Personal Development Plans for all staff	Head of Member & Admin Services/ All divisions			✓	By summer 2000				✓	
		Well trained workforce	Training programmes in place	Head of Member & Admin Services/ All divisions	✓			By summer 2001			✓		
		Low absenteeism	Job evaluation system in place	CD(LPA)	✓			By summer 2000				✓	
		Efficient and effective working arrangements	Review working arrangements of outside staff to ensure effective and efficient working	All Service Divisions			✓	Ongoing				✓	

To develop the Corporate Image of the Council	Clear and positive identity for the Council	Safe and health work force	Prepare, implement and keep under review appropriate policies to enhance the health, safety and welfare of staff	Head of Member & Admin Services		✓	Ongoing	✓			
		Physical assets effectively badged and identified	Programme of improved signage in place	Head of Leisure & Client Services		✓	Ongoing				✓
		All services effectively badged and identified	Review of livery carried out and programme of action developed	Head of Admin & Member Services		✓	Ongoing				
		Consistent published material	Review of written and computer generated information/documentation	Head of Admin & Member Services	✓		Ongoing				✓
			Include objectives within main service contract renewals	Head of Leisure & Client Services	✓		April 2001				✓

CORPORATE OBJECTIVE – SAFER AND CARING COMMUNITIES

Secondary Objective	Targets	Standards	Implementation	Lead Officer/ Division	Specific Budget Provision Made			Timeframe Starting Dates unless spec/d	Statutory & Discretionary Services			
					Yes	No	N/A		Mand-atory	Supp. Mandatory	Legal Obfig.	Discret-ionary
To determine and maintain a strategy for dealing with Crime & Disorder	Crime & disorder Reduction Strategy	Recognition of Crime & Disorder implications in all Council activities Measurable improvement in crime & disorder statistics	3 year action plan evolving out of Strategy	Head of Corporate Policy & Initiatives	✓			Ongoing	✓			
To establish partnership arrangements with appropriate bodies and organisations to encourage community support	Strengthen existing and developing new partnerships	Focussed involvement with partners to add value to Rochford's contribution	Service Level Agreements and joint working programmes to mutual benefit	Relevant Divisions	✓			Ongoing				✓

To maintain the ability to respond to an emergency situation	A cost efficient and effective Emergency Plan	A tried and tested response to any unforeseen emergency situation	Participation in emergency planning exercises	Head of Legal Services		✓	Ongoing		✓
			Develop awareness within Authority and with partner organisations in terms of respective roles and responsibilities	Head of Legal Services		✓	Ongoing		✓
To ensure housing provision appropriate to the needs of the community	To ensure an appropriate mix of housing in terms of number, size, condition, location, tenure and affordability	Sustainable communities Housing needs met	Encourage participation of all interested parties in formulating housing strategy	Head of Legal Services/Head of Housing, Health & Comm Care	✓		Ongoing	✓	
			Determine appropriate policies arising from Housing Needs Survey	Head of Housing Health & Comm Care		✓	Ongoing	✓	
			Work with other organisations and agencies to meet housing need	Head of Housing Health & Comm Care		✓	Ongoing	✓	
			Develop appropriate policies in the District Local Plan to help ensure an increased supply of affordable housing	Head of Corporate Policy & Initiatives		✓	Plan in place late 2001/ Early 2002	✓	
	To maximise investment in housing in the District	Increased funding	Encourage the best use of all houses in the District, including empty properties	Head of Housing Health & Comm Care/Head of Revenue & Housing Management		✓	Early 2000	✓	

			Review Housing Strategy and the Housing Investment Programme	Head of Housing Health & Comm Care/Head of Financial Services		✓	Late 2000	✓			
			Develop policies which help reduce levels of unfit and disrepair in private sector housing	Head of Housing Health & Comm Care	✓		Ongoing	✓			
			Further develop programmes to improve energy efficiency and comply with the Home Energy Efficiency Act requirements	Head of Housing Health & Comm Care		✓	Ongoing	✓			
		High standards of housing management and maintenance	Review management of local authority stock	Head of Revenue & Housing Management		✓	Late 2000				✓
			Provide planned and responsive maintenance services for local authority stock	Head of Revenue & Housing Management		✓	Ongoing				✓
			Work with the Housing Corporation to ensure all Registered Social Landlords active in the District perform to a high standard	Head of Housing Health & Comm Care		✓	Ongoing				✓
			Encourage proper maintenance of private sector dwellings	Head of Housing Health & Comm Care		✓	Ongoing				✓

To provide services to protect Public Health and Safety	To minimise homelessness in the District by the provision of advice and services	Effective advice services available to prevent homelessness	Encourage high standards of management in the private and rented sector	Head of Housing Health & Comm Care			✓	Ongoing	✓			
		Efficient determination of homelessness applications and less usage of bed and breakfast accommodation	Review of housing advice services	Head of Housing Health & Comm Care			✓	Late 2000	✓			
			Review of homelessness services	Head of Housing Health & Comm Care			✓	Mid 2000	✓			
	To help ensure there are appropriate support services to those who need them	To ensure residents are able to live in the house of their choice	To work with partner organisations and agencies in all sectors to help meet housing and support needs arising from care in the community policies	Head of Housing Health & Comm Care/Head of Revenue & Housing Management			✓	Ongoing	✓			
	To ensure compliance with statutory requirements	High levels of compliance with statutory requirements	Provision of advice and implement programmed action	Head of Housing Health & Comm Care			✓	Ongoing	✓			

	To promote awareness of public health and safety issues in the community	Appropriate licensing and registration	Effective response to complaints, enquiries and applications	Head of Housing Health & Comm Care			✓	Ongoing	✓			
		A community educated and aware of public health and safety issues	Appropriate publicity campaigns	Head of Housing Health & Comm Care			✓	Ongoing				✓

CORPORATE OBJECTIVE – TO PROMOTE A GREEN AND SUSTAINABLE ENVIRONMENT

Secondary Objective	Targets	Standards	Implementation	Lead Officer/ Division	Specific Budget Provision Made			Timeframe	Statutory & Discretionary Services			
					Yes	No	N/A		Mand-atory	Supp. Mandatory	Legal Oblig.	Discret-ionary
To develop and implement Sustainability Strategy for the Authority	A strategic framework in place for the Authority	Local Agenda 21 Strategy in place	Produce Local Agenda 21 Strategy	Head of Corporate Policy & Initiatives	✓			Approved by autumn 2000		✓		
	Reduction in the amount of waste and increased levels of recycling	County Waste Local Plan and Contract Strategy to reflect District Waste Strategy	Produce District Waste Strategy and introduce pilot waste scheme	Head of Housing Health & Comm Care/Head of Corporate Policy & Initiatives	✓			Late 1999 - Early 2001		✓		
			Form appropriate partnership arrangements	Head of Housing Health & Comm Care/Head of Corporate Policy & Initiatives			✓	Late 1999 – Early 2001				✓
			Produce and implement prioritised action plan	Head of Housing Health & Comm Care/Head of Corporate Policy & Initiatives	✓			Late 1999 – Early 2001		✓		

	A reduction in the amount of environmental pollution	High levels of compliance with statutory standards and local indicators	Undertake trial schemes aimed at reducing waste and increasing levels of recycling	Head of Housing Health & Comm Care	✓			Ongoing		✓	
			Inspection and monitoring programmes	Head of Housing Health & Comm Care			✓	Ongoing	✓		
			Effective response to enquiries and applications				✓	Ongoing	✓		
			Retender contracts on refuse and street cleansing with appropriate specifications	Head of Leisure & Client Services			✓	New contracts Spring 2001	✓		
			Appropriate licensing and registration	Head of Housing Health & Comm Care			✓	Ongoing		✓	
			Identify and monitor appropriate local sustainability indicators	Head of Corporate Policy & Initiatives			✓	Ongoing			✓
			Progress review of Air Quality in the District and develop action plans for subsequent years if required	Head of Housing Health & Comm Care			✓	Ongoing	✓		
			Completion of Stage 2 of Air Quality Review	Head of Housing Health & Comm Care		✓		Spring 2000	✓		

			Develop, in conjunction with the Airport operator, a framework for limiting noise from Southend Airport	Head of Housing Health & Comm Care			✓	Mid 2001				✓
		A community educated and aware of sustainability issues	Effective publicity campaign	Head of Corporate Policy & Initiatives			✓	Ongoing				✓
	More sustainable land use policies across the District	Update District Local Plan in place incorporating sustainability principles	Prepare replacement Local Plan	Head of Corporate Policy & Initiatives			✓	Plan in place 2001/early 2002	✓			
		Transport Strategy for the District reflecting sustainability principles	Prepare Local Transport Strategy working in partnership with the Highway Authority	Head of Corporate Policy & Initiatives			✓	Plan in place late 2001/early 2002	✓			
			Review the provision of community transport within the District	Head of Revenue & Housing Management			✓	Early 2000				✓
	Operation of the Council's business in accordance with Environmental Stewardship principles	All services to minimise waste and pollution as far as practicable	Produce green commuter plan	Head of Corporate Policy & Initiatives			✓	Mid 2002				✓
			Complete internal waste audit and formulate reduction plan	Head of Corporate Policy & Initiatives			✓	Mid 2000				✓
			Produce appropriate purchasing policy for supplies and services	Head of Corporate Policy & Initiatives			✓	Mid 2000				✓

	Raise awareness of Energy Efficiency within all sections of the community	Initiatives targeted at securing a reduction in the amount of energy consumed	Development of the Council's Home Energy Efficiency Strategy	Head of Housing Health & Comm Care			✓	Ongoing	✓			
	Encourage the local business community to operate in accordance with sustainability principles	Growth in awareness amongst the business community with increased take up of specific initiatives	Implement pilot project to promote "Green Business"	Head of Corporate Policy & Initiatives			✓	Ongoing				✓

CORPORATE OBJECTIVE – A THRIVING LOCAL ECONOMY

Secondary Objective	Targets	Standards	Implementation	Lead Officer/ Division	Specific Budget Provision Made			Timeframe Starting dates unless spec/d	Statutory & Discretionary Services			
					Yes	No	N/A		Mand-atory	Supp. Mandatory	Legal Oblig.	Discret-ionary
To improve the physical infrastructure of the District	Improved transport links	Effective partnership approach to get the problems of south east Essex peninsular on the County/ National agenda	Form partnership groups	Head of Corporate Policy & Initiatives			✓	Ongoing				✓
			Influence transport strategy	Head of Corporate Policy & Initiatives			✓	Ongoing				✓
			Annual review of car parking and charging policy	Head of Revenue & Housing Management	✓			Yearly				✓
To ensure adequate supply of development land for employment purposes	Identify sufficient land for the development of economic activity	County Structure Plan reflects the objectives of the Authority	Establishment of effective land use/ Property database	Head of Corporate Policy & initiatives			✓	Mid 2000				✓
			Regular review of land with potential for commercial activity	Head of Corporate Policy & Initiatives			✓	Ongoing				✓

To maximise the contribution that the Authority makes to the local economy	Appropriate and balance planning process on economic activity	Development briefs for major sites	Produce as appropriate from the Local Plan and work with developers to secure development	Head of Corporate Policy & Initiatives			✓	A appropriate				✓
		Fast tracking of employment planning applications	Continue with current policy and review effectiveness	Head of Planning Services			✓	Ongoing				✓
	Local purchasing where possible	Inclusion of local firms on contractors list	Review contractors list	Head of Leisure & Client Services			✓	Mid 2000				✓
	Local recruitment	All posts advertised locally with encouragement for local appointments	Identify appropriate advertising mediums	Head of Admin & Member Services			✓	Ongoing				✓
	Strategic use of National Non-Domestic Rating relief	Known criteria for relief	Review policy documents	Head of Revenue & Housing Management	✓		✓	Mid 2001				✓

To contribute to the establishment of effective employment training and advice programmes in the District	Matching of employers' needs to employees' skills	Effective training and advice programmes in place	Partnership working with established training organisations to promote new training programmes in the District	Head of Corporate Policy & Initiatives			✓	Late 2000				✓
	Balance between control and encouragement in local licensing and registration	Fair, transparent, consistent and proportionate approach to licensing and enforcement	Develop partnership approach between commerce and the Authority	Head of Housing Health & Comm Care			✓	Mid 2000				✓
			Consider adoption of Government enforcement concordat	Head of Housing Health & Comm Care			✓	Mid 2000				✓
To facilitate and consider direct investment to encourage economic activity	Implement recommendations within Crime & Disorder Strategy that improve economic activity	Positive feedback from Crime & disorder surveys	Prioritise strategy and assign budgets. Undertake surveys	Head of Corporate Policy & Initiatives	✓			Ongoing	✓			
	Targeted investment programme	Town and shopping centres that encourage retail, social and commercial activity	Maintain programme for town and shopping centre enhancement and consider the contribution public assets can make to infrastructure provision	Head of Corporate Policy & Initiatives/Head of Leisure & Client Services	✓			Ongoing				✓

Secure linkages with appropriate organisations to encourage the local economy to develop	Improved communication links with appropriate groups	Clear information on relocation and growth within Rochford	Evaluate organisations, select partners and test information	Head of Corporate Policy & Initiatives			✓	Mid 2000				✓
		Positive promotion of the District as a place to live and work	Review and update information	Head of Corporate Policy & Initiatives			✓	Mid 2001				✓

CORPOATE OBJECTIVE – TO IMPROVE THE QUALITY OF LIFE FOR RESIDENTS

Secondary Objective	Targets	Standards	Implementation	Lead Officer/ Division	Specific Budget Provision Made			Timeframe Starting dates unless spec'd	Statutory & Discretionary Services			
					Yes	No	N/A		Mand-atory	Supp. Mandatory	Legal Oblig.	Discret-ionary
To encourage our residents to adopt an active and healthy lifestyle	Leisure provision appropriate to needs and aspirations of local community	The right facility in the right place!	Review of the existing leisure contract and preparation of the new contract	Head of Client & Leisure Services	✓			Spring 2000				✓
			Review play provision in the District	Head of Client & Leisure Services	✓			Ongoing				✓
			Implementing the proposals now agreed associated with the Mill Hall site	Head of Client & Leisure Services	✓			Completion - Spring through to Winter 2000 of various projects				✓
			Develop strategy for use of woodlands for formal and informal use	Head of Client & Leisure Services			✓	Late 2000				✓
			Retender the grounds maintenance contract	Head of Client & Leisure Services	✓			Documentation out by Mid 2000				✓
			Review the use of Park School as a dual facility given the closure of the school	CEX/Head of Client & Leisure Services				✓	Ongoing			

	Ensure a balance between formal, informal, passive and active recreation	'Something for everyone') Review use of public open spaces	Head of Client & Leisure Services			✓	Ongoing				✓
) Review playing pitch strategy	Head of Client & Leisure Services			✓	Ongoing				✓
) Develop an effective communications strategy to publicise provisions	Head of Client & Leisure Services			✓	Ongoing				✓
	Educate and increase the level of awareness of residents to the health benefits of an active lifestyle	Residents throughout the District aware of health related fitness issues	Develop programmes around health related fitness issues	Head of Client & Leisure Services	✓			Ongoing				✓
	Continue to work in partnership on leisure and health related fitness	Development of clear roles/ Responsibilities between partner organisations	Investigate locality based health initiatives and establish specific projects where appropriate	Head of Housing Health & Comm Care	Some funding available for specific projects			Ongoing				✓
				Head of Client & Leisure Services			✓	Ongoing				✓
				Head of Client & Leisure Services	✓			Annually				✓

Through partnership working, to ensure adequate health and community care services for Rochford residents	Adequate health service provision available to all residents	Increased access to GPs and other health profession-also	Seek to influence the funding decisions of the Rochford Primary Care Group and South Essex Health Authority to address the current shortage of GPs and NHS dentists in the District	Head of Housing Health & Comm Care			✓	Ongoing				✓
	Appropriate agenda for health improvement and the reduction of health inequalities	Health Improvement Programme which reflects Rochford District Council's priorities	Participation in the formulation, revision and implementation where appropriate, of the Health Improvement Programme and Locality Action Programme	Head of Housing Health & Comm Care			✓	Ongoing				✓
			To continue to participate in the work of the Drug Reference Group	CEX	✓			Ongoing				✓
			In partnership with other agencies, to develop and implement an action plan to reduce health and social deprivation in Rochford Roche Ward and adjacent areas	Head of Housing Health & Comm Care	✓			Ongoing				✓

To ensure environmental quality safeguards are maintained throughout the District	Adequate community care provision for all residents requiring assistance	Community Care Plan which reflects Rochford District's priorities	Participation in the formulation, revision and, where appropriate, implementation of a Community Care Plan for Rochford District	Head of Housing Health & Comm Care			✓	Ongoing	✓		
	Public Health and Environmental controls in place	Responsive services reflecting the District Council's priorities	Effective response to complaints, enquiries and applications	Head of Housing Health & Comm Care			✓	Ongoing	✓		
	Local Plan containing quality of life policies	Policies in place in relation to built forms, open space, etc.	Production of a new District Local Plan to be undertaken	Head of Corporate Policies & Initiatives			✓	Plan in place late 2001/early 2002	✓		
	Sensitive strategic sites to be safeguarded	Removal of development threat from such sites	Secure the future of Blatches Farm in public ownership. Country Park Business Plan produced for consideration by Essex County Council	Head of Leisure & Client Services/ CD(LPA)	✓			Spring 2000			✓
			Review potential sites via the Local Plan process	Head of Corporate Policy & Initiatives			✓	Plan in place late 2001/early 2002		✓	

CORPORATE OBJECTIVE – TO MAINTAIN AND ENHANCE LOCAL HERITAGE AND CULTURE

Secondary Objective	Targets	Standards	Implementation	Lead Officer/ Division	Specific Budget Provision Made			Timeframe Starting dates unless spec'd	Statutory & Discretionary Services			
					Yes	No	N/A		Mand-atory	Supp. Mandatory	Legal Oblig.	Discret-ionary
To protect and enhance the built heritage of the District To prevent changes detrimental to the appearance and character of listed buildings	Maintain conservation areas	Fabric within conservation areas maintained to high standard	Review conservation area boundaries and policies providing protection and enhancement	Head of Corporate Policy & Initiatives/Head of Planning Services			✓	Complete by Spring 2001			✓	
	Comprehensive policy framework for the protection of listed buildings	Listed buildings protected from detrimental change	Review strategy and policies for the protection of listed buildings	Head of Corporate Policy & Initiatives/ Head of Planning Services			✓	Complete by Spring 2002			✓	
			Prepare detailed guidance leaflets on repair/change to listed buildings	Head of Planning Services		✓		Complete by end 2001				✓
			Secure future of 35-39 West Street via use of Compulsory Purchase Order powers if necessary	Head of Corporate Policy & Initiatives	✓			Ongoing			✓	

To look for opportunities to add to the number of listed buildings in the District	Maintain a 'local list' of important buildings	Local list provides control mechanism to enable investigation of future possible listings	Regularly review local list and seek full listings in appropriate cases	Head of Corporate Policy & Initiatives		✓	Ongoing			✓	
To develop the potential of the District for tourism	Tourism Strategy for the District	Tourism sensitive to the character of the District	Audit and review current tourism in the District	Head of Leisure & Client Services		✓	Summer 2000				✓
			Produce a Tourism Strategy	Head of Leisure & Client Services		✓	Summer 2001				✓
To develop the provision of the 'Arts' throughout the District	Arts Strategy for the District	A programme of Arts appropriate to local needs and aspirations	Produce and begin to implement an Arts Strategy	Head of Client & Leisure Services	✓		From Spring 2000 onwards				✓
											✓
To protect and enhance the quality of the built environment in the District	Enhanced quality design	New designs coming forward to a high standard	Development of an awards scheme aimed at promoting good design	Head of Corporate Policy & Initiatives		✓	Summer 2000				✓