

Appendix A

Corporate Plan Key Objectives 2021-22 - update

Corporate theme	No of objectives	Blue	Green	Amber	Red
Growing our economy	10	3	6	1	0
Protecting our environment	8	1	5	2	0
Developing our communities	11	3	8	0	0
Improving housing	7	4	3	0	0
Delivering an efficient and effective council	6	1	5	0	0
Total	42	12	27	3	0

RAG	Status
R	Action in progress needs intervention
A	Action in progress needs attention
G	Action in progress no issues
B	Action completed
	Action not started/on hold

Growing our economy

No	Key objective	Progress to date	RAG
1	Adopt our Local Development Plan following successful examination and consultation on amendments	Examination ongoing. Hearing sessions completed July 2021. Modifications consultation completed November 2021. Adoption of the plan (full council) early 2022 (earliest). Commitment to a Local Plan review starting immediately after adoption.	G
2	Adopt a new Economic Development Strategy to identify our priorities and work plan for growing the economy	Strategy is being drafted. To be brought to PRED November 2021 for adoption alongside a supporting work programme. Business Showcase held October 2021 and Town Centre Conference to be held January 2022.	G
3	Implement a marketing strategy for our local centers and revive the Discover Brentwood brand to encourage people to visit and do business in the borough	Marketing strategy completed (Place Audit and further work by Savills Place). New Discover Brentwood brand created with new website soft-launched May 2021. Linked to rollout of Click It Local (March 2021) and loyalty/reward scheme (July 2021). Marketing video launched for peer review in November 2021 (Welcome Back Fund).	B

No	Key objective	Progress to date	RAG
4	Develop and publish details for delivering new homes, jobs and facilities in Brentwood Town Centre	Preparing Town Centre prospectus, linked to Economic Development Strategy. Baytree Centre brief completed June 2021, launch at Town Centre Conference and/or Business Showcase. Wates Way (Lidl) to Planning Committee December 2021. Meetings held with Toomey's to unlock Ingrave Road site, options for partnership delivery.	G
5	Adopt Dunton Hills Garden Village detailed design guidance	Co-design process 2020. SPD consultation in May 2021 (six weeks). Responses being collated and considered. Adoption alongside LDP following consideration of responses.	G
6	Submit planning applications for Westbury Road and William Hunter Way redevelopment schemes	Westbury Road design workshops held, design panel in July, pre-application started in August, submission of application expected November 2021. Work on options for William Hunter Way progressing alongside Baytree Centre redevelopment options.	A
7	Implement a 'shop local' loyalty scheme	Loyalty/reward scheme launched July 2021.	B
8	Invest £125,000 in a Brentwood Borough Council apprenticeship programme	Apprentices recruited and in post.	B
9	Establish an 'Account Management' approach to major and commercial planning applications	Gearing up for growth project launched, informed by Mondrem review. Work underway to get team buy-in. Consider processes, team structure, recruit for vacant senior posts Autumn 2021.	G

No	Key objective	Progress to date	RAG
10	Deliver a parking strategy for council owned car parks	Assigned Consultant 'Parking Perspectives', held initial meetings, stakeholder meetings taking place in October / November 2021. Provide necessary updates to Environment Committee. Strategy due early 2022.	G

Protecting our environment

No	Key objective	Progress to date	RAG
1	Rollout a programme to deliver over 20 more electric vehicle chargers in the borough	Presently out to procurement through the Crown Commercial Framework. The exercise and determination programmed for January 2022 with first EV Chargers set for implementation spring 2022. A timeframe for delivery will be submitted as part of the submissions Working with ECC to implement EV Chargers to on-street. ECC have employed specific officer to roll out the provision of these chargers. We have confirmed that we are willing to be a pilot.	G
2	Develop an Environment Strategy and Action Plan that promotes a cleaner, greener borough	Climate and Sustainability Officer employed. Work begun to bring together and deliver an Environmental Strategy that will also identify the projects to take the Council and the Borough towards Zero Carbon 2040. Creation of a group both commercial and private to advance the 'Green' plan in the borough. Brentwood Environmental business Alliance was launched on the 20 th October at the Brentwood Business Showcase. This is a group of commercial companies who will be working with Brentwood Borough Council to advance schemes and ideas to reduce the amount of carbon produced by their companies and the Council in the area and get involved in other Green schemes such as recycling, tree planting and carbon offsetting. First meeting scheduled for 23 November 2021.	G
3	Progress with Essex County Council the Sawyers Hall Lane Active Travel scheme (school travel)	Being progressed with Essex CC – Scheme now agreed, waiting for confirmation of implementation dates.	G
4	Ensure that all new fleet vehicles are electric, where practicable	Being progressed, three Electric Vehicles already leased. Five vans that can be changed to EV's are in the process of being purchased for later this year. Infrastructure being reviewed to ensure Depot has enough power to support more EV chargers moving forward.	G

No	Key objective	Progress to date	RAG
5	Develop a business case to improve the energy efficiency of our council owned building	LADS2 Funding agreed joint bid with ECC. Housing working with Climate and Sustainability Officer to work up the roll out and how to be communicated. This scheme and funding relate to funding available to the Council for retrofitting HRA properties and offers ability for private dwelling owners to apply for similar funding.	A
6	Support and deliver the planting of 10,000 new trees	Delivered on four sites already. Following consultation regarding the site at Hutton Country Parks, work is being undertaken to re-draw the plans to ensure further and greater community involvement. Scheduled planting to now take place in Autumn 2022 not spring 2022. Trees to be planted in other sites to be identified.	A
7	Progress the creation of a zero-carbon operations depot to planning stage	Working up plans with appropriate consultants, looking to deliver plan and report back to committee in January/February 2022.	G
8	Improve the quality of the street scene through the recruitment of two new supervisors	Two new supervisors have now been recruited. Performance of the street scene will be monitored. New Performance indicator to be included in Q4 for Street Cleaning. Supervisors to assist with the performance monitoring and monitoring the quality of service provided by refuse, street scene and countryside services.	B

Developing our communities			
No	Key objective	Progress to date	RAG
1	Refresh the 2018-28 Leisure Strategy in light of changes following COVID-19	Approved by the Community and Health Committee 28 June 2021.	B
2	Progress the construction of new facilities at King George's Playing Field (KGPF)	Ongoing, project on schedule, splash pad and adventure play completed and Pavilion set to open February/March 2022.	G
3	Refurbish 3 play areas – KGPF (Senior), North Road and Hutton Recreation	KGPF Senior to begin in October and due to be complete by December 2021 weather permitting Hutton Recreation Play Area due to be complete by October 2021 with official opening in first week of November. Communications and launch being organised.	G
4	Progress development opportunities at the Brentwood Centre, including the Football Hub	Pre app held, met with Essex FA and Football Foundation - Planning to be submitted April 2022 funding application May 2022, approval June 2022, start works September 2022 with completion estimated to be May 2023. New contract in place with SLM for the management of the Brentwood Centre	G
5	Deliver an annual programme of community events (virtually and/or physically)	Update on calendar of events approved by Community and Health Committee June 2021 complete - Events being delivered and in progress.	G

No	Key objective	Progress to date	RAG
6	Sustain and develop the role of the Community Support Network beyond Covid-19	Ongoing - Community Services working with Hub partners to sustain this group.	G
7	Continue to support vaccination and testing programmes at council venues	Ongoing - booster vaccinations are currently being given. Continues from the Brentwood Centre and continuing to December 2021.	G
8	Invest £121,000 into community groups	Funding has been allocated to community groups.	B
9	Develop a support package for local elite athletes	Approved Community & Health Committee September 2021. Work with Active Essex and SLM to promote programme. Scheme programmed to start in January 2022.	G
10	Establish a Community Leisure capital fund	Further discussions required. BMX, Warley and Baseball, Warley to be included. Capital growth bids in place for these projects. Capital Bids now being considered in the present budget cycle 2021/2022 for 2022/2023.	G
11	Establish a Community Awards Programme	Event held at Brentwood Centre on 21 October 2021.	B

Improving housing			
No	Key objective	Progress to date	RAG
1	Develop and encourage schemes that reduce the carbon footprint of both council and private properties	In progress as part of Brookfield Close development. Discussions with partners on privately owned assets.	G
2	Review our sheltered housing service to ensure we are providing the homes and services our residents want	In progress, reviewing current service, opportunities to maximise service provision, capture vulnerable tenants outside sheltered housing to provide support and prevent homeless, consider opportunities to increase income streams by expanding service delivery, overall transformation opportunities as part of the wider review. Discussion is also underway on a high-level review of sheltered housing assets and how some might form a phase 2 small sites programme. Commissioned work through Arc Consultancy with a report to EEH Autumn 2021.	G
3	Invest £7.5 million to improve our existing housing stock	Budget available in 2021/22 for investment as part of the HRA 30-year Business Plan	B
4	Publish a revised Housing Strategy that outlines plans for the future of council housing	The Housing Strategy was approved at the Environment, Housing and Health Committee 16 March 2021.	B
5	Invest in additional resource within a Housing Service for	Resource included within HRA budget. Tenants to be supported following survey to collate baseline data. This will inform the ongoing tenant & leaseholder engagement programme.	B

	compliance and tenant support		
No	Key objective	Progress to date	RAG
6	Establish a delivery model to provide additional housing options and reduce homelessness within the borough	YMCA purchase of the old Foyer now complete. Accommodation. Small sites scheme (151) and partnership with London Borough of Newham (10 minimum) still progressing.	G
7	Commence development of 62 carbon free homes at Brookfield Close	Planning application approved. S106 agreed Summer 2021. Landlord Offer commencing August 2021. Start on site by end of 2021.	B

Delivering an efficient and effective council

No	Key objective	Progress to date	RAG
1	Launch a new council website, in line with latest accessibility regulations	The new website was launched in June 2021.	B
2	Continuation strategy for efficient member working and decision making where appropriate post COVID-19	Reviewing in line with current legislation. Hybrid and remote meetings facilitated for non-committee meetings.	G
3	Identify further opportunities for beneficial shared service arrangements with other local authority's	Approval at Ordinary Council 28 th July 2021 for Chief Executive and Head of Paid Service for Brentwood Borough Council and Rochford District Council for an initial 6-month period beginning 1 st August 2021. Creation of a feasibility study to explore further shared and partnership opportunities with Rochford District Council with a further report to be made to both Council's.	G
4	Undertake a legal services review to deliver an alternative service model	Legal Service review in progress and Birketts have been engaged. Have been unable to recruit currently developing other options. IKEN case management system will be bought shortly all files transferred. Two months' notice will be given to London Borough of Barking and Dagenham in November 2021.	G

No	Key objective	Progress to date	RAG
5	Deliver an organisational review to achieve £426,000 of savings	Senior Leadership Team and Extended Leadership Team phases completed. Phase 3 has been scoped out and due to be reported to Senior Leadership Team.	G
6	Review and produce an updated Asset and Investment Strategy to incorporate council owned assets	Report to be made to Policy, Resources and Economic Development Committee in February 2022.	G