

Appendix A

Corporate Strategy Key Objectives 2022-23 - Update

Corporate theme	No. of objectives	Blue	Green	Amber	Red
Growing our economy	5	0	5	0	0
Protecting our environment	5	0	4	1	0
Developing our communities	7	2	4	1	0
Improving housing	7	0	6	1	0
Delivering an efficient and effective council	6	0	6	0	0
Total	30	2	25	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	Deliver an uplift of new homes and jobs, realising the benefits of the new Local Development Plan and beginning a plan review for strategic growth beyond 2033	Monitoring data on housing delivery shows an uplift in completions and significantly more supply (7-years housing supply). Major development schemes are progressing as applications, including strategic housing and employment land at Dunton Hills Garden Village and Brentwood Enterprise Park, with determination expected by March 2023.	G
2	Create a Community Infrastructure Levy to secure funds from new development for local services and infrastructure	Public consultation on the CIL Draft Charging Schedule concluded 9 November 2022. Next step is to review consultation representations and amend, where necessary, followed by an examination-in-public.	G
3	Deliver a programme of enlivenment events that boost footfall in our high streets	Working with the Brentwood Business Partnership, the Council has supported enlivenment events on all of the high streets, including the Brentwood Art Trail, Creepy Crown Street, Shenfield Spooktacular and Ingatestone Trick or Treat on the High Street. A French Market is planned to take place on the Brentwood High Street in early December. Early stage talks have begun with businesses and community groups as to how UKSPF funding could also be used to support this objective.	G
4	Publish a joined-up vision for Brentwood Town Centre, advancing the agreed aims from the Economic Development Strategy, High Streets Conference and Parking Strategy	Three High Street conferences have been held. BID workshops being held in November. Parking Strategy approved at PRED on 3 October 2022.	G
5	Investigate the creation of a Business Improvement District to lead on town centre investment with the Brentwood Business Partnership	Feasibility report for a Business Improvement District for Brentwood, Shenfield and Ingatestone High Streets is complete. Work to define	G

		deliverables and increase engagement with businesses is underway. Next steps and timelines will be presented back to the BBP in January.	
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Protecting our environment			
No	Key objective	Progress to date	RAG
1	Develop an Environmental Strategy for the borough	Public consultation on draft strategy complete. A replacement Climate & Sustainability Officer, who will be responsible for progressing this strategy, has been appointed and is joining the organization in November 2022.	G
2	Continue to implement phase one of EV Chargers Roll Out in Council Car Parks and pursue on-Street EV chargers with Essex County Council	<p>Legal contracts for phase 1 of Rollout of EV Chargers continues and should be complete before the end of November. The original date to implement chargers to King Georges Car Park by February 2023 is still on target, however, there is a possibility that this could be brought forward.</p> <p>Following King Georges Park, a date for Chatham Way chargers will be confirmed.</p> <p>Once the legals for the first EV Chargers are complete work will begin on implementation of Phase 2.</p> <p>The provision of more EV Chargers at the Town Hall is over and above what is being provided elsewhere in the Boroughs Car Parks as part of phase 1. Initially, three EV Chargers will be provided for public use by the end of November. This is still on schedule to be achieved. The wider scheme for EV Chargers in the customer car park at the Town Hall is a much larger scheme requiring multiple contracts with the EV Charging provider and the provider of the substation and is therefore more complicated. Work on these contracts continues, which we hope to resolve by early</p>	G

		<p>2023. From that point we will be able to determine a clear timeline for implementation.</p> <p>The EV charger project at The Halfway House (A127) is at an advanced stage but Planning Officers are discussing some small details with ECC Highways.</p>	
3	Implement the Tree Planting Programme landscapes as part of future planting and planning applications, and encourage involvement in tree planting from volunteers and schools	Trees have been ordered, with a majority of planting to begin mid-end of Winter. A planting session in partnership with BEBA is scheduled for 24 th November at Warley Country Park.	G
4	Develop management plans for Brentwood Borough Council's Country parks to include biodiversity and education	The replacement for a Climate & Sustainability Officer, who will oversee this, has been completed and joins the organisation in November 2022. Part of the responsibility for this Officer will be investigation into the establishment of trial 'Friends of...' groups agreed. Our tree planting programme will also incorporate an educational element around stewardship etc.	A
5	Promote and work with environmental, regional bodies including other Councils and ASELA to develop wider cross boundary initiatives that influence a positive change towards the environmental agenda	Work is on-going with partners and stakeholders to consult and develop the draft Environment Strategy, ensuring the policy of the draft Council strategy aligns with regional and national strategic objectives. The Council continues to play an active role within ASELA on the shaping of environmental projects, such as SEE Park.	G

Developing our communities			
No	Key objective	Progress to date	RAG
1	Launch the King Georges Pavilion, Splash Pad, Adventure Play, Tag Active, Sensory Room and senior children play area at King Georges	All major projects are now complete. Some work now underway on the first golf tee and overflow car park.	B
2	Progress the Football Hub to procurement stage, submission of funding bid and the start of the development	Proposal being presented to PRED in November, including a recommendation to agree the drawdown of the £3.5m allocation of funding to support the Football Hub Development	A
3	Deliver an annual programme of community events, engagement opportunities & initiatives	Supported Jubilee events across the borough, and delivered Strawberry Fair, and Family Fun Days throughout the Summer Holidays. Additional civic events in response to the death of the Queen and the proclamation of the new King. Events still to be delivered include Lighting Up Brentwood and Shenfield Christmas Fayre, but these are fully in hand.	B
4	Develop ideas and initiatives to support families through the 'cost of living' crisis	Comprehensive 'Live Document' Action Plan approved at PRED 3 October 2022.	G
5	Work with leisure providers to engage seldom heard groups and those on low income to make physical activity more accessible	The Council is working with Everyone Active to further develop the community programme at the Brentwood Centre which includes, No Strings Badminton, Sport for Confidence and supporting the Holiday Activity and Food Programme (HAF). Delivering SEN sessions at KGPF TAG Active.	G
6	Develop the role of the Community Support Network & Strategic Partnership Working by reaching out to Voluntary, Community and Faith groups	The Community Support Network is already established and meets regularly. Strategic Partnership working with the development of the new Brentwood	G

		and Basildon Alliance, Health and Wellbeing Board and working with Voluntary Community and Faith groups to support residents with the Cost Of Living Crisis and improve their health and wellbeing. The development of Sawyers Church can act a physical meeting space in the Town Centre.	
7	Develop a civic crowdfunding platform that will assist in the development of community initiatives	Approved at C,E&E 4 October 2022. Awaiting decision from Rochford on a joint procurement.	G

Improving housing			
No	Key objective	Progress to date	RAG
1	Carry out an independent review of the housing service against the Regulator of Social Housing's Standards (as set out in the new Social Housing Regulation Bill).	Desktop review and action plan completed Q1. Independent assessment against regulatory standards involving employees, members and residents at procurement stage.	G
2	Implement a comprehensive engagement and communications strategy to build a relationship of respect and trust with our residents. We will listen to our residents, co-design services and use customer feedback to drive continuous improvement.	Menu of involvement options to be launched for customers in November 22. Independent survey of resident priorities to be completed Q4. New resident "living rooms" and local surgeries to commence Dec 22.	G
3	Ensure our homes are safe, well-maintained and energy efficient. Introduce active asset management principles to make sure that our stock investment programmes take a planned approach that delivers value for money. Improve customer satisfaction with responsive and planned maintenance.	Monthly meetings with partnering contractor review KPIs and customer satisfaction. Programme Plan to introduce active asset management agreed. Planned and responsive cost benchmarking statistics available via Housemark.	G

4	Ensure building safety compliance across the housing stock: fire safety; gas servicing; asbestos; electrical safety; mechanical & electrical; and water quality.	Monthly compliance monitoring established with main partnering contractor. New compliance dashboard for senior management team to be in place by Jan 23.	G
5	Continue to develop low carbon energy efficient solutions for our homes to tackle climate change and reduce household energy bills.	Social Housing Development Programme features homes that are zero carbon in use. Ten council properties retrofitted via LAD2 scheme. Social Housing Decarbonisation Fund (SHDF) bid for 152 homes to be submitted November 22.	G
6	Maximise the number of homeless preventions, thus reducing the burden on existing housing stock. Minimise the use of nightly paid temporary accommodation (TA).	Current performance (end Q2) 40% prevention of all cases. Only six households accommodated in nightly lets (end Oct). Homeless demand is increasing nationally and locally.	A
7	Deliver the council housing development programme 22/23 milestones. Evaluate further opportunities to increase the pipeline of new homes.	Crescent Road scheme completed Oct 22. Decant progressing at Brookfield/Courage site (start on site expected early 2023). Harewood site planning application submitted Sept 22. Viability hurdles to be updated by Dec 22.	G

Delivering an efficient and effective council			
No	Key objective	Progress to date	RAG
1	Identify further opportunities to optimise the partnership with Rochford District Council to identify shared services to deliver an alternative service model.	OneTeam transformation programme is progressing. <ul style="list-style-type: none"> - A new Pay Policy Statement was adopted in June 2022 - Senior leadership restructure & recruitment - Section 113 agreement complete - Key Change Champions have been appointed and trained - Human Resources team has been unified 	G

		- Service reviews commenced Oct 2022	
2	To complete a local electoral review of Brentwood with the Boundary Commission	Draft recommendations received from the Boundary Commission 4 th October 2022. Public consultation now runs until 12 th December 2022.	G
3	To deliver savings identified of £1.3m within the Medium-Term Financial Strategy	On track, as per budget reporting	G
4	Submit planning applications for the phase 1 redevelopment of the Baytree Shopping Centre and part of the Childerditch Industrial estate	Comprehensive pre-apps complete. Planning submitted for Baytree Centre in November 2022, with Childerditch to follow. Approval for funding was agreed at Ordinary Council on 2 November 2022.	G
5	Act as the lead authority for the Association of South East Local Authorities for the procurement of the full fibre project to link 192 public sector community facilities	Work is underway, on behalf of ASELA, between IT & Procurement.	G
6	Implement Peer Review Action Plan, following recommendations received during the Corporate Peer Challenge in November 2021	A report will go to PRED in November outlining progress against the Peers recommendations. The Peer Team are due back to conduct a progress review on 14 th December 2022.	G