

## KEY OBJECTIVES 2013/14 – THIRD-QUARTER PROGRESS (1 APRIL – 31 DECEMBER 2013)

### OBJECTIVE – To proactively promote the policies and reputation of the Council internally and externally

Action/Deliverable	Lead Officer	Target Date	Status	Progress
(a) - Development of high-level internal and external communications calendar	Deputy Chief Executive	30-Jun-13	Achieved	<p>(Q1 2013/14) Proposed review of the key decision list in Leadership Team through which service directors can provide further updates on major corporate projects over a twelve-month rolling period. Internal communications plan drafted for Leadership Team.</p> <p>(Q2 2013/14) Twelve-month rolling external Corporate Communications Calendar produced for Chief Executive approval and on-going Management Board update.</p> <p>(Q3 2013/14) Achieved. External Communications Calendar considered by Management Board, agreed and issued. Calendar being regularly updated by Public Relations and Marketing Officer.</p>
(b) - Development of a target list of media partners	Deputy Chief Executive	30-Jun-13	Under Control	<p>(Q1 2013/14) Weekly press cutting service with periodic summary reviews produced for Leadership Team, although resource implications likely for 'Contact Us' email responses. Further review of potential electronic monitoring alternatives following upgrade of Newsflash Media Management application, to be investigated in September 2013.</p> <p>(Q2 2013/14) Weekly media cutting service maintained. Newsflash application upgraded, but implementation delayed due to accessibility issues. Further discussion arranged with developer to resolve difficulties.</p> <p>(Q3 2013/14) Upgraded Newsflash application being tested by end of January 2014, for subsequent implementation. New upgrade will be more accessible.</p>
(c) - Development of a Social Networking Strategy and increased use of social media	Deputy Chief Executive	30-Jun-13	Under Control	<p>(Q1 2013/14) Draft strategy produced for consultation pending referral to Website Development Board and Leadership Team for adoption.</p> <p>(Q2 2013/14) Social Networking Strategy approved by Website Development Board. Equality impact assessment undertaken in anticipation of presentation of strategy to Management Board and the Cabinet, together with financial provision.</p> <p>(Q3 2013/2014) Social media monitoring pilot implemented over the Christmas 2013 closure period. Ongoing financial issues to be presented to Management Board in February 2014.</p>

**OBJECTIVE – To engage with communities to put them at the centre of the Council’s policy development and service design**

Action/Deliverable	Lead Officer	Target Date	Status	Progress
(a) - Publication of Engagement Charter	Deputy Chief Executive	30-Nov-13	Achieved	<p>(Q1 2013/14) Consultation activity reported to Finance and Performance Management Scrutiny Panel at June 2013 meeting. Forward plan of engagement agreed.</p> <p>(Q2 2013/14) On-going/completed corporate and service area implementation, including crime and disorder, employee, Healthworks (for Harlow Partnership), Careline, trade waste etc.</p> <p>(Q3 2013/14) Forward plan of engagement on track. Outturn report to be presented to Finance and Performance Management Scrutiny Panel in June 2014.</p>
(b) - Identification of key stakeholders	Deputy Chief Executive	30-Sep-13	Achieved	<p>(Q1 2013/14) Identification underway in liaison with Local Strategic Partnership (LSP).</p> <p>(Q2 2013/14) (Q3 2013/14) Achieved. Key Stakeholders identified in liaison with LSP. The stakeholder list will be used to invite delegates to the annual LSP Conference to be held in February 2014.</p>
(c) - Facilitation of new Tenant Scrutiny Panel	Director of Housing	31-May-13	Achieved	<p>(Q1 2013/14) The Tenant Scrutiny Panel has been established and tenant members have received training from an external specialist trainer, in partnership with Uttlesford DC (in order to share costs). The Scrutiny Panel has been meeting on a regular basis and has chosen to review the way the Housing Directorate handles complaints, as the subject of its first annual service review. An informal get-together between all members of the Tenant Scrutiny Panel, Tenants and Leaseholders Federation and all housing managers is planned, in order for tenant representatives to understand which managers are responsible for specific functions.</p> <p>(Q2 2013/14) The informal get-together has taken place. The Scrutiny Panel continues to meet.</p> <p>(Q3 2013/14) Difficulties are currently being experienced achieving a sufficient number of consistent members to attend meetings. The Assistant. Director of Housing (Private Sector and Resources) is taking action to work with the membership to bring the meetings and work programme back on course.</p>

**OBJECTIVE – To review the strategic direction of the Council to ensure a clear and consistent set of priorities to facilitate decision-making in constrained times**

Action/Deliverable	Lead Officer	Target Date	Status	Progress
(a) - Determination of the council's Housing Strategy for 2013-16	Director of Housing	31-Dec-13	Pending	<p>(Q1 2013/14) It was originally planned to produce a new Housing Strategy in 2013. However, for a number of reasons, following consultation with the Chairman of the Housing Scrutiny Panel, the Housing Portfolio has decided, in principle, that the production of the new Housing Strategy should be deferred until such time as the Local Plan Preferred Options has been published for consultation for a further year. The main reasons are that the Council's strategic direction for the Local Plan (i.e. nos. of new homes, locations and affordable housing requirements) is still under consideration, and the Strategic Housing Market Assessment (SHMA) (including the supplementary report on older people's housing) has not been finalised - both of which are important foundations on which the Housing Strategy needs to be based. In the meantime, an interim Housing Strategy Key Action Plan has been formulated for the forthcoming year, which the Housing Portfolio Holder will be asked to formally approve later in July 2013, at the same time as formally confirming the proposed deferral of the production of the Housing Strategy. All members are being advised of this approach, through the Council Bulletin.</p> <p>(Q2 2013/14) The Housing Portfolio Holder has formally agreed to the deferral of formulating a new Housing Strategy until the Preferred Options Stage of the Local Plan has been completed. He has also formally approved a new Housing Strategy Key Action Plan for 2013/14. The Housing Scrutiny Panel will consider the twelve-Month progress report on the previous Key Action Plan at its meeting on 22 October 2013.</p> <p>(Q3 2013/14) At its meeting on 22 January 2014, the Housing Scrutiny Panel reviewed the six-month progress report for the Housing Strategy Key Action Plan. No further actions with the formulation of the proposed new Housing Strategy are required at present, until the Preferred Options Stage of the Local Plan has been completed.</p>
(b) - Development of council's Economic Development Strategy	Director of Planning and Economic Development	30-Nov-13	Under Control	<p>(Q1 2013/14) A consultant has been assisting in this task.</p> <p>(Q2 2013/14) Ideally, relevant information from the 2011 census should be considered as part of the development of the Economic Development Strategy, which is due for release in early 2014. A report on progress with the strategy will be made to the Cabinet in the third quarter of the year.</p> <p>(Q3 2013/14) The Cabinet will consider a report on 3 February 2014, seeking agreement to ten high-level economic development priorities. Extra resources are being provided to support the economic development activities of the Council and further resources will be sought from partner agencies.</p>

(c) - Development of the council's Waste Strategy	Director of Environment and Street Scene	30-Sep-13		Under Control	<p>(Q1 2013/14) Incorporated within the procurement of the waste services contract. The specification of the final contract will not be fully specified until after later stages of competitive dialogue. It may become necessary to extend the deadline beyond September.</p> <p>(Q2 2013/14) Although the procurement of the waste contract remains on schedule, until such time as specifications are refined through the latter stages of the process, reviewing the existing strategy will not be possible. The status of the strategy review can be reconsidered early in 2014 (i.e. in the Q3 update) when the second stage of competitive dialogue will have been completed and Members will have considered in detail the service changes being offered and the merits of increased performance versus the associated costs. Consideration should perhaps be given to extending the original target to enable the strategy and procurement process to be aligned.</p> <p>(Q3 2013/14) The procurement of the waste contract remains on schedule but decisions around the collection methodology to be employed, following the second round of competitive dialogue, will not be taken by the Cabinet until February 2014.</p>
(d) - Development of the council's Leisure Strategy	Director of Environment and Street Scene/Deputy Chief Executive	30-Nov-13		Behind Schedule	<p>(Q1 2013/14) The Leisure and Wellbeing Portfolio Holder has established a Portfolio Holder Advisory Group to progress work on the new Leisure Strategy. Initial research into leisure needs (including building the evidence base of the local plan) is underway and an indicative timetable for the leisure management procurement process has been identified.</p> <p>(Q2 2013/14) The Portfolio Holder Advisory Group has yet to meet, but a scoping exercise is underway through an officer working party lead by the Deputy Chief Executive.</p> <p>(Q3 2013/14) The Portfolio Holder Advisory Group (PAG) has met and agreed its terms of reference and the scope, timescales and strategic themes it would like to develop. The PAG has also received presentations on Community and Cultural Services and is undertaking a tour of the Council's leisure facilities on 7 February 2014. A mapping exercise has been completed and is waiting commissioning of building condition surveys. The revised target date for the completion of the new Leisure Strategy is 31 July 2014.</p>

(e) - Development of the council's Operational Property Strategy	Chief Executive	31-Dec-13		Behind Schedule	<p>(Q1 2013/14) The Operational Property Strategy comprises a number of facets on which work has commenced. The smarter working element of the strategy is intrinsically linked to the ICT Strategy and changes to corporate policy/culture which should help in reducing the space requirement at the Civic Offices. The detail of how much space can be vacated will not be known until the smarter working strategy has been formulated. A small group of three Assistant Directors is scoping the methodology for achieving this including gathering evidence from other authorities that have undergone a similar transformation. HR has reviewed the Homeworking Policy that will be submitted to Management Board for discussion shortly.</p> <p>(Q2 2013/14) It is intended that the Council's direction of travel and action plan will be drafted for December 2013 with the intention to adopt the strategy and action plan by April 2014. New telephony and broadband access will be put in place. The development of key sites will have an impact on the strategy in relation to depot requirements and future provision, as will major service contracts. The waste management contract is currently in procurement through competitive dialogue and the outcome of the new contract in terms of future depot provision for the service is not yet known.</p> <p>(Q3 2013/14) Implementation of new telephony and broadband access on track. A locality review has been undertaken including other public sector partners, to discuss respective sites and operational requirements. A more detailed plan will be developed as part of the second phase of the senior management restructure, for completion by 30 September 2014.</p>
(f) - Determination of the council's approach to the 'Green Deal' initiative	Director of Planning and Economic Development	30-Jun-13		Achieved	<p>(Q1 2013/14) In April 2013 the Council agreed to provide information and advice on the Green Deal to local residents and has provided some information on its website.</p> <p>(Q2 2013/14) Take up of the Green Deal has been slow. However, increasing costs of energy emphasises the importance of acting to reduce or lower energy costs.</p> <p>(Q3 2013/14) Take up of the Green Deal remains slow and reflects the national position. The Cabinet is to consider a report on this on 3 February 2014.</p>

**OBJECTIVE – To deliver a robust and resilient Local Plan that facilitates appropriate growth, whilst protecting the special character of the district**

Action/Deliverable	Lead Officer	Target Date		Status	Progress
(a) - Adoption of Community & Engagement Strategy for Local Plan	Director of Planning and Economic Development	1-Apr-13		Achieved	(Q1 2013/14) Achieved. Engagement strategy agreed by the Cabinet on 23 April 2013. (Q2 2013/14) (Q3 2013/14) The Planning Portfolio Holder provides regular reports to the Cabinet on progress with the preparation of the Local Plan. In the third quarter of the year, the main community engagement activity concerned the masterplanning exercise for North Weald Bassett.

(b) - Publication of Local Plan Preferred Options Consultation	Director of Planning and Economic Development	31-Oct-13		Under Control	<p>(Q1 2013/14) New timetable to be considered by the Cabinet on 22 July 2013.</p> <p>(Q2 2013/14) New timetable approved by the Cabinet on 29 July 2013. Further information has come to light as the timetable was prepared, which will be revised accordingly. New target date for completion is 30 June 2014.</p> <p>(Q3 2013/14) The Council has been carefully considering evidence on population, which will underlie the determination of its objectively assessed housing need. There is a concern to ensure consistency between different pieces of evidence and a new timetable will be required.</p>
(c) - Publication of Local Plan	Director of Planning and Economic Development	31-Oct-13		Under Control	<p>(Q1 2013/14) New timetable to be considered by the Cabinet on 22 July 2013.</p> <p>(Q2 2013/14) New timetable approved by the Cabinet on 29 July 2013. Further information has come to light as the timetable was prepared, which will be revised accordingly. New target date for completion is 30 June 2014.</p> <p>(Q3 2013/14) The Council has been carefully considering evidence on population, which will underlie the determination of its objectively assessed housing need. There is a concern to ensure consistency between different pieces of evidence and a new timetable will be required.</p>
(d) - Compliance with duty to co-operate	Director of Planning and Economic Development	Ongoing		On Track	<p>(Q1 2013/14) Compliance with the Duty to Cooperate is a significant and ongoing effort.</p> <p>(Q2 2013/14) The Council has many neighbouring authorities with whom it has to co-operate. Inaugural and ongoing output focused meetings have been held or are to be held with all neighbouring authorities.</p> <p>(Q3 2013/14) The Duty to Cooperate is being emphasised in recent Inspectors' decisions on Local Plans. Formal comments have been made on several adjoining authorities' planning documents. Progress in discussions with key partners has continued, but has not yet resulted in formal outputs.</p>

**OBJECTIVE – To promote internal cultural change to break down silo working and implement new, flexible ways of working**

Action/Deliverable	Lead Officer	Target Date	Status	Progress
(a) - Develop overarching Organisational Development Plan	Chief Executive	30-Jun-13	Behind Schedule	<p>(Q1 2013/14) (Q2 2013/14) Achievement of action re-programmed for the fourth quarter of the year, as the original target date (30 June 2013) was considered to be too ambitious.</p> <p>(Q3 2013/14) The agreement of the new senior management structure was postponed from the Council meeting in September 2013, until December 2013, which adversely impacted the completion of this action. An Organisational Development Plan will now be developed as part of the implementation of the second phase of the restructure, by 30 September 2014.</p>

(b) - Review senior management structure	Chief Executive	31-Dec-13		Achieved	<p>(Q1 2013/14) Draft structure discussed with directors, assistant directors, the Cabinet, the Appointments Panel and the trade unions. Formal consultation to start in August 2013 with a paper scheduled for the September 2013 meeting of the Council.</p> <p>(Q2 2013/14) Consultation exercise completed and market testing of comparator salaries undertaken. Request of Directorate Restructuring Panel to consider alternative structures completed. Report to Council scheduled for December 2013 meeting.</p> <p>(Q3 2013/14) Achieved. New senior management structure proposals agreed by the Council on 17 December 2013.</p>
(c) - (i) Undertake staff attitude survey	Director of Corporate Support Services	30-Jun-13		Achieved	<p>(Q1 2013/14) Achieved. Staff attitude survey completed</p> <p>(Q2 2013/14) Analysis of survey results added to the Management Board work programme, for individual reports on Christmas closures (post 2013) and flexitime scheduled for consideration during current year.</p> <p>(Q3 2013/14) Action plans are being developed to address specific issues raised in the survey, as part of the new directorate structure.</p>
(c) - (ii) Publication of organisational values and behaviours and incorporation in to working practices	Chief Executive	30-Jun-13		Achieved	<p>(Q1 2013/14) Values and behaviours drafted and agreed. Soft launch in July 2013 staff briefing. Performance &amp; Development Review (PDR)) process redesigned to cover new values and behaviours. Public Relations and Marketing Officer working on follow-up poster/publications.</p> <p>(Q2 2013/14) Pilot PDR process for Directors and Assistant Directors to be launched with effect from 1 April 2014. First draft of posters/publications reviewed, full launch to coincide with implementation of new senior management structure in April 2014.</p> <p>(Q3 2013/14) PDRs already being conducted for Directors and Assistant Directors using Values and Behaviours. Preparations for launch on track.</p>
(d) - (i) Adoption of customer centric approach to service delivery	Chief Executive	Not specified		Behind Schedule	<p>(Q1 2013/14) The Council's approach to service delivery is to be reviewed in the fourth quarter of the year, once the new values and behaviours are embedded.</p> <p>(Q2 2013/14) Review still anticipated to be undertaken during fourth quarter of the year.</p> <p>(Q3 2013/14) A high-level review of options adopted by some peer authorities is to be undertaken in the fourth quarter of the year. Appropriate pilot introduction to be carried out as part of the implementation of the second phase of the senior management restructure, by 30 September 2014.</p>



(d) - (ii) Generation of increased revenue for traded services	Chief Executive	Not specified		Under Control	<p>(Q1 2013/14) Options for increased revenue to be reviewed in the fourth quarter of the year.</p> <p>(Q2 2013/14) Parking charges currently being reviewed, alongside other fees and charges, as part of the preparation of the budget for 2014/15. A separate review looking at revenue opportunities at North Weald Airfield is underway.</p> <p>(Q3 2013/14) Increased parking charges have been agreed in principle and detailed proposals are currently being developed. The approach to other fees and charges will be incorporated into the budget proposals for 2014/15 to be considered by full Council in February 2014. The review looking at revenue opportunities at North Weald Airfield is ongoing.</p>
(e) - Consider feasibility of a one-stop-shop at the Broadway, Loughton	Director of Housing	30-Jun-13		Pending	<p>(Q1 2013/14) Following informal discussions with the Cabinet, it has been agreed to hold consideration of the feasibility of a one-stop-shop at The Broadway in abeyance until after the senior management restructure has been implemented and the Council's future approach to customer contact has been determined.</p> <p>(Q2 2013/14) (Q3 2013/14) No further action required at this stage.</p>
(f) - Provision of a more effective and efficient corporate out-of-hours emergency reporting service	Director of Housing/Director of Corporate Support Services	31-Mar-14		On Track	<p>(Q1 2013/14) Management Board has approved a draft report for consultation with the staff side and individual members of staff affected, proposing that the Council contracts with Mears Ltd from April 2014, as part of the existing Repairs Management Contract, to provide an out of hours call handling service for all emergency calls received out of hours (housing and non-housing), together with a service enhancement for Council tenants enabling them to report and make appointments for all repairs out of hours. The cost of the proposed service would be around £35,000 per annum, representing an ongoing saving of round £70,000 per annum on the current cost of the in-house service. The Cabinet will be considering the proposal, following the staff consultation exercise, in September 2013.</p> <p>(Q2 2013/14) The Cabinet is due to consider the proposed out-of-hours emergency reporting service at its meeting on 21 October 2013, together with an accompanying action plan for mitigating the effects of no longer having standby officers based at the Civic Offices during evenings and weekends.</p> <p>(Q3 2013/14) The Cabinet agreed the proposed service in October 2013. An officer project team has been established to ensure that all required actions are completed to enable the new arrangements to commence from April 2014. All officers responsible for services are currently setting out the action to be taken by Mears for every type of out-of-hours call, and the project team will shortly be visiting Mears' call centre to see the operation. Separately, the external private solicitor appointed to draft the legal documentation has produced the first draft of the required services agreement between the Council and Mears, which is currently with Mears for consideration. One standby officer at risk of redundancy has been successfully re-deployed.</p>



(g) - Introduction of a new Housing Allocations Scheme	Director of Housing	1-Sep-13		Achieved	<p>(Q1 2013/14) The Cabinet approved a completely new Housing Allocations Scheme in April 2013, effective from 1 September 2013. There is a significant amount of work being undertaken to implement the new scheme, which is expected to remove around 3,500 applicants from the Housing Register and will require all remaining and new applicants to be re-assessed under the provisions of the new scheme.</p> <p>(Q2 2013/14) The new Allocations Scheme was successfully introduced from 1 September 2013. The number of applicants re-registered on the Housing Register as at 1 October 2013 was 1,436, although new registrations continue to be received.</p> <p>(Q3 2013/14) Achieved. No further action required.</p>
(h) - Exploration of appropriate options for smarter working and changes to corporate policy and culture	Director of Finance and ICT /Director of Corporate Support Services	31-Mar-14		On Track	<p>(Q1 2013/14) A draft ICT Strategy has been considered by the Leadership Team and this will be presented to the Finance &amp; Performance Management Scrutiny Panel in September 2013 for initial Member consideration. This strategy includes elements around smarter working and cultural change, but these themes will need to be developed and taken forward in other specific pieces of work on transformation.</p> <p>(Q2 2013/14) The draft ICT Strategy has been considered by the Scrutiny Panel and is going to Cabinet in October 2013 for Member approval. Work to change corporate culture has centred on the development and implementation of the new Values and Behaviours. Initial cross-directorate meetings and soft market research indicate that policy changes which may involve greater home working (e.g. reduced desk-per-head ratio and better use of technology) require a specific transformation programme, external expertise and a clear business case. The Chief Executive is considering how best to progress this.</p> <p>(Q3 2013/14) The Cabinet has approved the ICT Strategy. A DDF budget of £150,000 has been included in the estimates for 2014/15 to assist with the transformation programme. The Chief Executive is considering the projects he wishes to take forward and it is anticipated that the associated business cases will be presented to Members in due course.</p>
(i) - Assessment of grounds maintenance service in conjunction with new waste management contract	Director of Environment and Street Scene	30-Sep-13		Achieved	<p>(Q1 2013/14) Decision made to consider the future of the grounds maintenance service after the first stage of competitive dialogue and the receipt of initial tenders for the new waste management contract.. Cabinet to consider in October 2013.</p> <p>(Q2 2013/14) Recommendation to Cabinet on 21 October 2013 that grounds maintenance be retained in-house and excluded from the remainder of the waste management contract procurement process.</p> <p>(Q3 2013/14) Achieved. The Cabinet has agreed to retain the Grounds Maintenance Service in-house and therefore exclude it from the procurement exercise for the new waste management contract.</p>

(j) - (i) Achievement of the 'Silver' service grade for the Local Land and Property Gazetteer	Director of Environment and Street Scene	30-Apr-13		Behind Schedule	<p>(Q1 2013/14) Good progress is being made but there is a risk of progress being stalled through difficulties with data protection requirements. This is preventing the temporary employment of support from Broxbourne Borough Council to deal with errors in the existing gazetteer database.</p> <p>(Q2 2013/14) Further delays arose through a continuation of the issues set out in the Q1 report above, as well as the need to appoint additional staff in support of the existing Local Land and Property Gazetteer (LLPG) Officer. The support officer from Broxbourne is now in place and progress is being made and consideration is also being given to what other resources could be applied to move the project forward at a greater pace.</p> <p>(Q3 2013/14) Although the original deadline has not been achieved, excellent progress continues to be made on ensuring the accuracy of the LLPG. The achievement of a specific award has been deferred and preference given to ensure the overall robustness of the LLPG and associated mapping systems, which will serve the Council in the longer term. Assuming present progress is maintained, an accurate and usable LLPG will emerge and the 'awards' will automatically follow.</p>
(j) - (ii) Completion of the Gazetteer structure considerations	Director of Environment and Street Scene	30-Sep-13		Achieved	<p>(Q1 2013/14) A cross-functional Project Team is currently considering where a corporate gazetteer function would best fit.</p> <p>(Q2 2013/14) Delays in establishing the mechanisms for updating the Gazetteer have resulted in the completion of this part of the Project Team's work also being delayed. The work of the Project Team continues and its recommendations will be fed into the Chief Executive's final proposals for the forthcoming senior management restructure.</p> <p>(Q3 2013/14) The Project Team has made recommendations to the Chief Executive for consideration as part of the senior management restructure. These were accepted and the proposals were adopted by Council in December 2013 as part of the overall restructure proposals.</p>
(k) - Review of future provision of Careline Service	Director of Housing	31-Mar-14		Pending	<p>(Q1 2013/14) Although Essex County Council (ECC) recommended that a new county-wide telecare contract should be procured from April 2014, it is understood that, following representation from a number of providers (including Epping Forest DC), ECC officers and members are currently considering the most appropriate way forward, having regard to the views expressed by existing providers.</p> <p>(Q2 2013/14) No further information has been received from Essex County Council about its intentions although the County Council is currently undertake a major senior management restructure which may be delaying its consideration of the future of county-wide telecare services.</p> <p>(Q3 2013/14) No further information has been received from Essex County Council in connection with future telecare arrangements.</p>

## OBJECTIVE – To deliver key priorities within budget

Action/Deliverable	Lead Officer	Target Date	Status	Progress
(a) - Development of revised key indicator set based on key strategies	Chief Executive	31-Mar-14	Achieved	(Q1 2013/14) Revised key performance indicator set adopted for 2013/14 adopted by Finance and Performance Management Cabinet Committee in March 2013. (Q2 2013/14) (Q3 2013/14) Achieved. No update required.
(b) - Delivery of all key outcomes	Chief Executive	31-Mar-14	On Track	(Q1 2013/14) On track to date. (Q2 2013/14) At the end of the second quarter (30 June to 30 September 2013) of the year, 20.3% of the individual actions supporting the Key Objectives for 2013/14 had been achieved. For the same period, 74.3% of the adopted key performance indicators achieved target performance. (Q3 2013/14) At the end of the third quarter of the year, 40 (74%) of the individual deliverables or actions supporting the key objectives had either been completed or achieved, or were anticipated to be completed/achieved by a revised target date or at year-end. Some 8 (15%) deliverables or actions may not be completed or achieved by year-end and a further 6 (11%) are currently on-hold as a result of external circumstances. For the same period, 80% of the adopted key performance indicators had achieved cumulative target performance.
(c) - Consumption of resources within budget	Director of Finance and ICT	31-Mar-14	On Track	(Q1 2013/14) There is concern about the levels of income from Development Control and Building Control as these are significantly below their estimated levels at the end of the first quarter. However, overall it is anticipated that the capital and revenue outturns will be contained within budget. (Q2 2013/14) Concern remains about the levels of some of the Council's key income streams as some are significantly below their estimated levels. However, overall it is still anticipated that the capital and revenue outturns will be contained within budget. (Q3 2013/14) The performance of key income streams has improved and the CSB target for the 2014/15 budget has been achieved. It is anticipated that the use of reserves in 2013/14 will be in line with the revised estimates.
(d) - Setting of a consistently low district council tax	Director of Finance and ICT	1-Apr-14	On Track	(Q1 2013/14) The Spending Review announced that further grants will be available for councils choosing to freeze the Council Tax for both 2014/15 and 2015/16. It is anticipated that Members will want to accept this offer and that Council Tax will continue to be frozen. (Q2 2013/14) A member query has arisen on the relative merits of continuing to accept the freeze grant or increasing the Council Tax. A report in response will be considered by the Finance and Performance Management Cabinet Committee and Scrutiny Panel in November 2013. (Q3 2013/14) It is likely that the Council Tax will continue to be frozen for both 2014/15 and 2015/16.

**OBJECTIVE – To prepare for changes arising from the transfer of public health responsibilities**

Action/Deliverable	Lead Officer	Target Date	Status	Progress
(a) - Development of a District Public Health Strategy	Director of Environment and Street Scene	30-Sep-13	Achieved	<p>(Q1 2013/14) The local priorities for Health and Wellbeing have been established. A draft joint strategy for West Essex has been prepared in conjunction with Harlow and Uttlesford district councils, the West Essex Clinical Commissioning Group (CCG) and Essex County Council's Public Health Locality Manager. There has been a delay due to the CCG not having yet established a five-year plan and the first meeting of the West Essex Wellbeing Board being delayed due to the local government elections.</p> <p>(Q2 2013/14) It has become clear that the Council does not need the type of Public Health Strategy that was originally envisaged. A public health strategy has been developed, entitled 'The Epping Forest Health and Wellbeing Strategy' and is itself an offshoot of the Strategy for 'West Essex Health &amp; Wellbeing' which is part of the suite of strategies overseen by the Local Strategic Partnership. Whilst it has been suggested that the Epping Forest Health &amp; Wellbeing Strategy should reference in a little more detail the importance of core environmental health responsibilities and actions, and also those relating to housing, there is no clear need for a dedicated Epping Forest Public Health Strategy document to be developed.</p> <p>(Q3 2013/14) The West Essex Wellbeing Board is due to meet for third time. The Board has received a presentation from the Clinical Commissioning Group and is due to identify joint strategic projects at its meeting on 30 January 2014. The work of Local Strategic Partnership Health Theme Group is ongoing. The 'Healthworks' project in Waltham Abbey has proved successful</p>

**OBJECTIVE – To maximise the potential of the Council's key development sites**

Action/Deliverable	Lead Officer	Target Date	Status	Progress
(a) - (i) Completion of a development agreement with the owner of the T11 site	Director of Corporate Support Services	31-Dec-13	Under Control	<p>(Q1 2013/14) Meetings with the owners of the T11 site are taking place. Timing is linked to the outcome of the new waste management contract procurement process and expected vacation of the site.</p> <p>(Q2 2013/14) A confidential report on the progress of the development agreement and the outcome of other linked negotiations is to be considered by the Cabinet on 2 December 2013.</p> <p>(Q3 2013/14) Further meetings with the owners of the T11 site and respective professional advisors have taken place. It is anticipated that a draft development agreement will be completed by the end of the financial year.</p>

(a) - (ii) Facilitation of a detailed planning application for the T11 site	Director of Corporate Support Services	31-Dec-13		Under Control	<p>(Q1 2013/14) Meetings with the owners of the T11 site are taking place. Timing is linked to the outcome of the new waste management contract procurement process and expected vacation of the site.</p> <p>(Q2 2013/14) A report agreeing the Council's contribution to the cost of the application has been agreed. The timing of the application is linked to the negotiations referred to above and is being made on behalf of the owners of the T11 site.</p> <p>(Q3 2013/14) The preparation of a detailed planning application remains linked to the negotiations reported in the second quarter of the year.</p>
(a) - (iii) Commencement of development at the T11 site	Director of Corporate Support Services	31-Mar-15		Under Control	<p>(Q1 2013/14) The procurement of the new waste management contract provides for the contractor to be able to remain at the Council's depot at Langston Road, Loughton, or an alternative site, for at least a year.</p> <p>(Q2 2013/14) There remain too many variables to give an exact date for the commencement of development of the site, including when the waste management contractor (once selected), can vacate the site.</p> <p>(Q3 2013/14) Progress remains as reported for the second quarter of the year.</p>
(b) - (i) Consideration of a report reviewing the future of North Weald Airfield	Director of Environment and Street Scene	10-Jun-13		Achieved	<p>((Q1 2013/14) Report completed. To be presented to the Cabinet on 22 July 2013.</p> <p>(Q2 2013/14) The report was considered by Cabinet on 22 July 2013, when it was agreed that the mixed use option (Option 3 within the Deloitte report) be taken forward into the local plan 'Preferred Options' consultation.</p> <p>(Q3 2013/14) Achieved. No update required.</p>
(b) - (ii) Incorporation of recommendations for North Weald Airfield into development of Local Plan	Director of Environment and Street Scene/Director of Planning and Economic Development	31-Oct-13		Under Control	<p>(Q1 2013/14) The outcome of the Cabinet consideration on 22 July 2013 will be incorporated within the 'Preferred Options' consultation phase of the Local Plan, scheduled for 2014.</p> <p>(Q2 2013/14) Following the decision of the Cabinet in July 2013, the appointment of consultants to masterplan suitable development of some land at North Weald Airfield (whilst retaining aviation), is underway.</p> <p>(Q3 2013/14) The Cabinet has agreed (2 December 2013) that extra resources can be applied to asset management in addition to the North Weald masterplanning work, which is currently in progress and now anticipated to be completed by a revised target date of 31 March 2014.</p>

(c) - (i) Jointly market the St Johns Road site for sale in part or as a whole	Director of Corporate Support Services	30-Jun-13		Achieved	<p>(Q1 2013/14) Joint marketing with Essex County Council and Epping Town Council is underway with a topographical survey to be undertaken on 15 July 2013 and viewing days on 22 and 24 July 2013.</p> <p>(Q2 2013/14) A successful Expressions of Interest exercise has been completed and a presentation of the results has been made to Epping Town Council and EFDC members. It is intended to formally report the outcome to the Cabinet on 2 December 2013 and to assist the town council as required.</p> <p>(Q3 2013/14) Following a successful Expressions of Interest exercise and a presentation to Town and District Council members, Epping Town Council has appointed Strettons to represent their interests. The three external experts and officers have analysed the bids and are undertaking detailed discussions in order to bring a report to the Cabinet as soon as possible.</p>
(c) - (ii) Relocation of the Housing Repairs Depot by 31 March 2014	Director of Housing/Director of Corporate Support Services	31-Mar-14		Pending	<p>(Q1 2013/14) A schedule of the Council's requirements for a new base for the Housing Repairs service has been assessed and formulated, which has established that a minimum floor area of 1,045 SqM of internal space, plus a further minimum floor area of 1,000 SqM. of external space, would be required. The Council's requirements have been circulated to commercial agents to identify suitable premises.</p> <p>(Q2 2013/14) No relocation site identified yet, awaiting clarification of overall depot requirements for the waste management contract. No risk of impact on operations yet.</p> <p>(Q3 2013/14) No further progress. Although the depot will not be relocated by 31 March 2014, there are no implications at present. Indeed, it is preferable to find the right site, at an appropriate cost, rather than seeking to relocate unnecessarily quickly.</p>
(d) - (i) Determination of a planning application for the nursery site at Pyrles Lane	Director of Corporate Support Services	30-Jun-14		Achieved	<p>(Q1 2013/14) Planning application refused.</p> <p>(Q2 2013/14) (Q3 2013/14) Achieved. No update required.</p>
(d) - (ii) Relocation of the Nursery Service from the Pyrles Lane site	Director of Corporate Support Services	31-Dec-14		On Track	<p>(Q1 2013/14) The future of nursery service awaits clarification of depot requirements within the new waste management contract. It is highly likely that glasshouse provision will not be required.</p> <p>(Q2 2013/14) The Council is in the process of acquiring a neighbouring property with a view to addressing concerns raised by the Area Plans Sub-Committee, in a new planning application.</p> <p>(Q3 2013/14) The Council has acquired the neighbouring property and is consulting with Essex County Council (Highways) with a view to submitting a new planning application.</p>



<p>(e) - Deliver Regeneration Action Plan for council land at The Broadway, Loughton</p>	<p>Director of Corporate Support Services/Director of Housing</p>	<p>30-Sep-14</p>		<p>On Track</p>	<p>(Q1 2013/14) The Broadway Regeneration Action Plan for the land under the control of the Council, was adopted in 2012. Before development can be progressed: (a) the Parish of Loughton needs to decide whether to provide a new church and community hall on EFDC-owned land in The Broadway, enabling replacement housing elsewhere on the Church's land. This involves discussions with the Methodist Church. The Director of Housing has written to the Bishop of Barking (CofE) to discuss the Church's aspirations and intentions, in order to move forward; and (b) the outcome of the proposed re-development of the Sir Winston Churchill PH site, which may or may include some of the Council's land, needs to be determined. Once the way forward is clear, the Council's Preferred Housing Association Partners will submit proposals for the development of the Council's remaining land for affordable housing. With regard to sites not under the Council's control, the proposed developer of the Sir Winston Churchill site is in discussion about a proposed scheme. Following initial discussions with Transport for London about its development proposals around Debden Station, no further contact has been received. Negotiations with the developer are progressing and it is hoped that Heads of Term will be agreed shortly to enable a report to be submitted to the Cabinet in September. Once approved the developer will submit a planning application and the development agreement will be finalised.</p> <p>(Q2 2013/14) The Bishop of Barking's development consultant has advised that the Anglican and Methodist Churches wish to work together on a vision for church provision in Loughton, which may include some church and community provision at The Broadway. A meeting with the development consultant has been arranged to discuss further. A planning application has been submitted in respect of the Sir Winston Churchill site and a confidential report relating to the Torrington Drive/Sainsbury's site is due to be considered by the Cabinet on 2 December 2013.</p> <p>(Q3 2013/14) Following further discussions between the Anglican Parish of Loughton and the Methodist Church (which has a Local Ecumenical Partnership), the Partnership has been unable to agree to the proposal that EFDC land at Burton Road be used to provide a church and community facility, in return for the site of the Methodist-controlled Church at Mannock Drive being developed for affordable housing. At its meeting on 3 February 2014, the Council House Building Cabinet Committee considered development and financial appraisals to develop all the EFDC land to the south of Burton Road to provide a minimum of 31 new affordable rented homes, as Phase 2 of the house building programme. The Committee agreed that development should be sought, but that an attempt should be made to increase the density of the development and that a planning application should be submitted accordingly. Discussions ongoing with Moat Housing for the development of the EFDC land to the north of Vere Road for affordable rented housing, as part of the development of the Sir Winston Churchill site. A progress report on the various development sites at The Broadway will be made to the Asset Management and Economic Development Cabinet Committee in February 2014.</p>
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(f) - (i) Facilitation of a detailed planning application for Oakwood Hill, Loughton	Director of Corporate Support Services	30-Jun-13		Behind Schedule	<p>(Q1 2013/14) An additional geotechnical survey has been completed and a resubmission of the planning application for the site is being prepared for August 2013.</p> <p>(Q2 2013/14) Following further work with interested parties and subject to consultation with the Director of Planning and Economic Development, a resubmission of the planning application is currently scheduled for November 2013.</p> <p>(Q3 2013/14) Consultation is still ongoing to allow a resubmission of the planning application.</p>
(f) - (ii) Procurement of the detailed design and development of Oakwood Hill, Loughton	Director of Corporate Support Services	31-Dec-13		Behind Schedule	<p>(Q1 2013/14) An additional geotechnical survey has been completed and a resubmission of the planning application for the site is being prepared for August 2013.</p> <p>(Q2 2013/14) Further progress with this action awaits the outcome of the revised planning application.</p> <p>(Q3 2013/14) Consultation is still ongoing to allow a resubmission of the planning application.</p>
(f) - (iii) Commencement of development at Oakwood Hill, Loughton	Director of Corporate Support Services	31-Mar-14		Behind schedule	<p>(Q1 2013/14) An additional geotechnical survey has been completed and a resubmission of the planning application for the site is being prepared for August 2013.</p> <p>(Q2 2013/14) Further progress with this action is also dependent on the outcome of the resubmitted planning application.</p> <p>(Q3 2013/14) Further progress with this action is still dependent on the outcome of the resubmitted planning application.</p>
(g) - Commencement of the council's new house building programme	Director of Housing	31-Mar-14		On Track	<p>(Q1 2013/14) East Thames Group has been appointed as the Council's Development Agent for the housebuilding programme and a new Housebuilding Cabinet Committee has been formed. The development and financial appraisals for the developments in the first year of the programme, comprising 25 new rented homes on three sites in Waltham Abbey, were considered by the Cabinet Committee on 10 July 2013 and it was agreed that all three sites should be progressed to the planning application stage. The Cabinet Committee has agreed to utilise East Thames' EU-compliant framework agreements for the procurement of the works contractors, who will be selected through a competitive process from the approved list.</p> <p>(Q2 2013/14) A planning application for one of the proposed developments, at Harveyfields, Waltham Abbey, was submitted at the end of September 2013, and applications for the remainder are due to be submitted in October 2013. If planning permission is granted, it is envisaged that a start on site will take place before the end of the financial year.</p> <p>(Q3 2013/14) Planning permission for the Harveyfields development has been granted. Planning applications for the remaining sites were submitted in October 2013. If planning permission is granted for the remaining sites, they will provide 23 new affordable rented properties for Year 1 of the House Building Programme (2 properties less than originally proposed, due to the withdrawal of 2 proposed houses at Roundhills which need further consideration). The Year 1 package of sites is expected to commence on-site in Spring 2014.</p>

**OBJECTIVE – To prepare and plan for the effects of welfare reforms in an effective and coordinated way**

Action/Deliverable	Lead Officer	Target Date	Status	Progress
(a) - Delivery of the council's Welfare Reform Mitigation Action Plan	Director of Housing	31-Dec-13	Achieved	<p>(Q1 2013/14) Following the formation of an (officer) Project Team the Cabinet adopted a Welfare Reform Mitigation Action Plan in October 2012, which identified 59 separate actions. Progress is regularly monitored by both officers and, on a quarterly basis, the Housing Scrutiny Panel. Nearly two thirds of all the tasks have now either been achieved or nearly achieved, with most of the remaining third of all tasks either not yet being required or are no longer required. At the recent re-accreditation assessment of the Housing Directorate's Customer Service Excellence Award, 'Compliance Plus' accreditation was awarded for the comprehensive and customer-focused approach taken to the welfare reforms mitigation project.</p> <p>(Q2 2013/14) At 1 October 2013, 38 (65%) of the actions had been achieved. Only three tasks that are able to be undertaken now, have not yet been achieved. All remaining takes cannot be undertaken until the Government makes decisions on the timing and procedures for the introduction of Universal Credit.</p> <p>(Q3 2013/14) Quarterly progress reports on the delivery of the action plan continue to be made to the Housing Scrutiny Panel. As at 1 January 2014, a further three tasks have been achieved, resulting in 70% of all the tasks in the action plan being achieved. Furthermore, only one further task that is able to be undertaken now, has not yet been achieved (relating to a longer-term ambition to work with the Council's Preferred Housing Association partners to secure and provide private-rented housing as part of the non-affordable housing provision on new developments or through acquisition from the open market). Although this issue has been raised with the Council's referred partners, due to the long lead-in times for such projects, it will be some time until this task will be able to be achieved. All the remaining actions relate to issues on which the Government still needs to make decisions or issues that it needs to implement, particularly the proposed introduction of Universal Credit and the direct payment of housing benefit to Council tenants. Therefore, there is little more the Council can do in terms of delivering the action plan, until the Government implements these elements. Consequently, both the officer project team and the Housing Scrutiny Panel have agreed not to consider any further progress reports, until such time as preparations need to be made by the Council for the introduction of Universal Credit and direct payments, when quarterly reports will resume.</p>

(b) - Implementation of an updated local scheme of support for council tax	Director of Finance and ICT	31-Dec-13		Achieved	<p>(Q1 2013/14) A report was made to the Cabinet in July 2013 to start the consultation process for the 2014/15 scheme. Joint work on local support for council tax continues across Essex and there are no reasons at this time to suspect that the 2014/15 scheme will not be approved in time.</p> <p>(Q2 2013/14) The consultation has now been completed and it is likely that the scheme for 2014/15 will be very similar to that for 2013/14. A report is being made to the Cabinet on 2 December 2013 to confirm the terms of 2014/15 scheme.</p> <p>(Q3 2013/14) The scheme for 2014/15 was approved by both the Cabinet and Council in December 2013.</p>
(c) - Retention of adequate resources to ensure the threat of fraud is effectively managed	Director of Finance and ICT	31-Dec-13		Under Control	<p>(Q1 2013/14) The Department for Work and Pensions has not yet provided any more information on their road map towards a Single Fraud Investigation Service or their timescale for achieving this objective. As part of the senior management restructure, one of the options being considered is the consolidation of fraud officers into the Internal Audit Unit. This could help in providing a consistent and co-ordinated approach to the threat of fraud.</p> <p>(Q2 2013/14) The Department for Work and Pensions are moving towards a Single Fraud Investigation Service but have not set out the implications for individual authorities and staff. As part of the corporate restructure, one of the options being considered is the consolidation of fraud officers into the Internal Audit Unit. This could help in providing a consistent and co-ordinated approach to the threat of fraud.</p> <p>(Q3 2013/14) The Department for Work and Pensions have still to set out a clear timetable and their further analysis of staff requirements and TUPE implications. The Chief Internal Auditor is producing a report to set out an implementation plan for a Corporate Fraud Team.</p>
(d) - Retention of adequate resources to effectively operate council's benefit function	Director of Finance and ICT	31-Dec-13		Pending	<p>(Q1 2013/14) (Q2 2013/14) (Q3 2013/14) Further information is still awaited from the Department for Work and Pensions on a detailed implementation plan for Universal Credit and the future role of local authorities in the benefits system. To date, staff retention has not been a problem and performance on both changes of circumstance and new claims processing have exceeded target at the end of the third quarter of the year.</p>
(e) - Publication of appropriate information in respect of welfare reforms and the implications	Director of Finance and ICT	Not specified		Pending	<p>(Q1 2013/14) (Q2 2013/14) (Q3 2013/14) The Councils benefits and housing services continue to work with partners and provide information and assistance where appropriate. However, as set out above there has been a lack of significant announcement by the Department for Work and Pensions on how welfare reform is to be taken forward.</p>