

## 1. Proactively promote the policies and reputation of the Council internally and externally

Action	Lead Directorates	Target Date	Status	Progress
(a) - Communicate information about the waste contract	Neighbourhoods	(not specified)	Achieved	<p>(Q1 2014/15) - The Council appointed its new Contractor, Biffa, in May 2014 who is in their mobilisation phase with handover planned first week in November. The new Contractor and the Council will be developing a communication plan to inform the public of the planned 4 day collection arrangements due to start in April 2015.</p> <p>(Q2 2014/15) - The Council's new Waste Management Contractor has been working closely with the Council during the mobilisation period up to the start of the contract on the 3rd November to ensure that a smooth transition is achieved. These arrangements have included joint work on communications to provide accessible and timely information about the revised 4- day collection arrangements due to start in April 2015.</p> <p>(Q3 2014/15) - the target date for commencement of the new revised four day collection arrangements has been set for early May 2015. A communications plan has been developed to ensure adequate notice is given to residents, the majority of whom will have if not a day change, but a change of collection time.</p> <p>(Q4 2014/15) the revised 4 day waste and recycling collection arrangements are due to commence on the 12 May 2015. In liaison with the contractor a communications plan has been developed which will see all households mailed directly about the revised arrangements and the launch of an on-line tool on the Council's Website.</p>
(b) - Communicate information about the Local Plan	Neighbourhoods	(not specified)	Behind Schedule	<p>(Q1 2014/15) - The Local Development Scheme published in July 2013 is due to be updated and published in July 2014.</p> <p>(Q2 2014/15) - The updated Local Development Scheme was agreed by Cabinet at their meeting in July 2014 and has been published on the Council's Website.</p> <p>(Q3 2014/2015) - The timescales outlined in the Local Development Scheme have slipped as a result of further work to update the Strategic Housing Market Assessment being undertaken with the Council's partner authorities.</p>

					(Q4 2014/2015) - The timetable for the Local Plan, the Local Development Scheme is due to be considered by the Cabinet on the 11th June 2015. Thereafter, it will be published on the Council's website and other supporting information will be provided. It is planned to update all Town and Parish Councils at a special Local Council's Liaison Committee on the 15 June where information will also be provided with respect to the conclusions of Phase I of the Green Belt Review.
(c) - Communicate information regarding welfare reforms	Resources	(not specified)		Achieved	(Q1 & Q2 2014/15) - There have been no significant announcements to publicise in the first half of 2014/15.  (Q3 & Q4 2014/15) No significant announcements in Q3 or Q4 and it is unlikely that there will be any now until after the general election.

**2. Engage with communities and put them at the centre of the Council’s policy development and service design**

Action	Lead Directorates	Target Date	Status	Progress
(a) - Development programme for areas with identified health inequalities	Communities	31-Mar-15		Achieved  (Q1 - Q4 2014/15) Comprehensive community engagement programmes have been developed and delivered in key SOAs throughout 2014/15: Limes Farm – Activity has included; a weekly Community Café initiative, table top sales, children's craft sessions, boccia, bingo and vibrant football and boxing programmes for young people. A number of community days were staged in The Limes Centre, a community newsletter has been produced and support is on-going to re-establish a representative community association for the estate. Waltham Abbey - Following the launch of the 3G pitch a balanced programme of bookings has been established throughout the week on the pitch. This includes the Epping Forest College and Tottenham Hotspur Foundation Football Development programme for 16 -18 year olds, local clubs and a free Friday night Football Inclusion programme every week for 11-16 year olds. Average attendance at these sessions is 40-50 young people per week. An environmental tree planting project was delivered in partnership with Hill House Primary School and an extremely well attended community craft event was facilitated at the Town Hall. Support is on-going for the Ninefields Residents Panel and Older Peoples` Group. Play-schemes have been delivered at Leverton

					School, along with Play in the Park sessions at Town Mead and Ninefields estate. Oakwood Hill – Community events have been staged and support has been given to OHERA in order to successfully increase membership by 25%. Engagement projects have included; support for the Older Peoples` Group and the introduction of a variety of new activities for members, table top sales, craft sessions and coffee mornings. A Good Neighbour Pilot Project was successfully rolled out on the estate. Play in the Park and Street Play sessions were delivered. Shelley, Ongar – Support is on-going for the Shelley Residents Association and the Ongar Orchard Project, work undertaken with children from Shelley Primary School via the Active Assemblies project and Motiv8 event. Play in the Park was delivered and a Good Neighbour Pilot Project was successfully rolled out on the estate.
(b) - (i) Undertaking a consultation exercise on gypsy & traveller site licences	Communities	31-Jul-14		Achieved	(Q1 2014/15) The Housing Portfolio Holder agreed draft site licence conditions in June 2014 (based on the previously-agreed conditions for permanent residential sites) for consultation. The consultation exercise is in progress and a report will be considered by the Cabinet in September 2014 on the proposed final version of the Conditions, following which new site licences will be issued.  (Q2 2014/15) The Cabinet agreed the proposed new site licence conditions at its meeting in September 2014, and the Private Sector Housing Team are currently in the process of issuing the licences  (Q3 2014/15) All new licences, with the new licence conditions, have been issued  (Q4 2014/15) As Q3
(b) - (ii) Introduction of gypsy & traveller site licences and licence conditions	Communities	31-Mar-15		Achieved	(Q1 - Q4 2014/15) See 2(b)(i) above.
(c) - (i) Undertaking a consultation exercise on proposed car park tariffs	Neighbourhoods	31-Oct-14		Achieved	(Q1 2014/15) Intention to undertake survey in early summer.  (Q2 2014/15) 2 (c) (i) Survey completed and results used to inform the new Parking Strategy.

					<p>(Q3 2014/15) 2 (c) (ii) The Car Parking Strategy containing a range of revised tariff proposals was agreed by Cabinet in February 2015 and subsequently adopted by Full Council.</p> <p>(Q4 2014/15) As Q3.</p>
<p>(c) - (ii) Adoption of off-street car parking strategy and parking tariffs by 31 March 2015</p>	<p>Neighbourhoods</p>	<p>31-Mar-15</p>		<p>Achieved</p>	<p>(Q1 2014/15) Consultation work on tariff review commenced.</p> <p>(Q2 2014/15) As above the survey has concluded. The generation of income from off-street car parking will be a key consideration as part of the 2015/16 budget proposals. It is time-tabled to consider the off-street parking policy and any revised tariff arrangements in December 2015.</p> <p>(Q3 2014/15) 2 (c) (ii) The Car Parking Strategy with proposed tariff charges are due to be formally considered by the Cabinet in February 2015. A business case to guarantee £100K of additional revenue from off street parking has been incorporated as part of the budget process. Further investment is to be made in new payment machines and CCTV to be sought as part of the Strategy.</p> <p>(Q4 2014/2015) The Car Parking Strategy containing a range of revised tariff proposals was agreed by Cabinet in February 2015 and subsequently adopted by Full Council.</p>

**3. Deliver a robust and resilient Local Plan that facilitates appropriate growth, whilst protecting the special character of the district.**

Action	Lead Directorates	Target Date	Status	Progress
(a) (i) - Publication of Local Plan Preferred Options Consultation	Neighbourhoods	31-Oct-14	Behind Schedule	<p>(Q1 2014/15) The proposed new Local Development Scheme subject to agreement in July 2014 predicts that the revised date for the preferred options consultation will take place from mid-May 2015.</p> <p>(Q2 2014/15) The Local Development Scheme agreed by Cabinet in July 2014, still indicates that the preferred options consultation will take place from mid-May 2015.</p> <p>(Q3 2014/15) Due to the delay in compiling the evidence base, it is unlikely that the preferred options consultation will be undertaken until the Summer of 2015.</p> <p>(Q4 2014/2015) Revised Local Development Scheme due to be considered by Cabinet on the 11 June 2015. Preferred Options timescale dependent on this item being considered.</p>
(a) (ii) - Publication of Local Plan	Neighbourhoods	31-Mar-15	Behind Schedule	<p>(Q1 2014/15) Following the preferred options consultation, the new draft Local Plan should be published in the autumn of 2015.</p> <p>(Q2 2014/2015) Incorporating the findings of the preferred options consultation, the new draft Local Plan should be published in the Autumn of 2015.</p> <p>(Q3 2014/15) The Local Development Scheme published in July 2014 has slipped due to the need for further work on the evidence base. Unlikely that the preferred options consultation will be undertaken until the Summer 2015.</p> <p>(Q4 2014/2015) Revised Local Development Scheme due to be considered by Cabinet on the 11 June 2015. Preferred Options timescale dependent on this item being considered.</p>

#### 4. Promote cultural change to breakdown silo working, and implement new, flexible ways of working.

Action	Lead Directorates	Target Date	Status	Progress
(a) - Develop overarching Organisational Development Plan	Resources Governance Chief Executive Neighbourhoods Communities	31-Dec-14	Behind Schedule	<p>(Q1 2014/15) Completion of Organisational Development Plan dependent on achievement of related actions. Completion scheduled for end of third quarter.</p> <p>(Q2 2014/15) Management Board away day considered different types of organisational structure to help inform the organisational development structure. The session scheduled to progress this to the next stage was substituted by a joint session with the cabinet to set strategic priorities.</p> <p>(Q3 2014/15) A draft of the Corporate Plan incorporating the Council's strategic priorities has been reviewed by Cabinet and is scheduled for wider consultation during the 4th Quarter. The next stage of the Organisational Development Plan will be considered at an away day scheduled for late March / early April.</p> <p>(Q4 2014/15) A workshop was held on 24 April 2015 and the Organisational Development Plan was discussed. Outcomes to be developed.</p>
(b) - (i) Agreement of Phase 2 organisational structure	Chief Executive Resources Neighbourhoods Governance Communities	30-Sep-14	Achieved	<p>(Q1 2014/15) Phase II reviews in progress and being conducted by each Assistant Director, although unlikely to have all been agreed by the end of September 2014. Restructure of ICT and Forward Planning completed, but outcome of the Debt Working Party awaited to inform resource requirements for review of Legal Services.</p> <p>(Q2 2014/15) Economic Development and Asset Management Phase 2 agreed at Council. Legal, Governance and Performance Management and Development Management ready for Management Board consideration; and Internal Audit/Corporate Fraud – out for consultation with affected service areas. Phase II reviews still progressing with savings generated in some areas. Debt working party draft report ready.</p> <p>(Q3 2014/15) Governance restructures complete and agreed at appropriate levels. During Q3 Cabinet approved the restructure of the Benefits Service.</p> <p>(Q4 2014/15) Phase 2 restructure is complete.</p>

<p>(b) - (ii) Implementation of Phase 2 organisational structure</p>	<p>Governance Communities Resources Neighbourhoods Chief Executive</p>	<p>31-Mar-15</p>		<p>Achieved</p>	<p>(Q1 &amp; Q2 2014/15) See 4(b)(i) above.</p> <p>(Q3 2014/15) Appointments made / awaiting Job Evaluation or on hold pending transfer between Directorates. The restructure of the Benefits Service approved late in Q3 will be implemented in Q4.</p> <p>(Q4 2014/15) Phase 2 restructure is complete.</p>
<p>(c) - (i) Development of action plan to embed values &amp; behaviours</p>	<p>Neighbourhoods Resources Chief Executive Governance Communities</p>	<p>31-Mar-14</p>		<p>Achieved</p>	<p>(Q1 2014/15) Draft designs for poster campaigns considered by Leadership Team. Roll-out anticipated in September 2014.</p> <p>(Q2 2014/15) Poster campaign now expected for November.</p> <p>(Q3 2014/15) Subject matter for the posters has been considered by Leadership Team and the final designs reviewed by Management Board. Values and Behaviours have been incorporated into the PDR process for all staff and two training sessions held with Managers to explain the new format of PDRs. Posters illustrating good examples of each the values have been discussed at an all staff briefing and will be displayed in Council buildings.</p> <p>(Q4 2014/15) Final poster design signed off and being printed. New PDR process incorporates values and behaviours discussion for all staff.</p>
<p>(c) - (ii) Assessment of performance against values &amp; behaviours</p>	<p>Resources</p>	<p>31-Dec-14</p>		<p>Achieved</p>	<p>(Q1 2014/15) Human Resources are completing the analysis of the initial trial and this will be used to inform the rollout later in the year.</p> <p>(Q2 2014/15) The analysis of the initial trial was presented to Management Board on 20 August and a session is planned with Leadership team for 5 November to take forward the rollout later in the year.</p> <p>(Q3 2014/15) Values and behaviours have been incorporated into the PDR process for all staff and two training sessions have been held with managers to explain the revised format of PDR documentation.</p> <p>(Q4 2014/15) New PDR process incorporates values and behaviours discussion for all staff.</p>

<p>(d) - (i) Adoption of customer centric approach to service delivery</p>	<p>Neighbourhoods Governance Communities Chief Executive Resources</p>	<p>30-Sep-14</p>		<p>Achieved</p>	<p>(Q1 &amp; Q2 2014/15) Potential service areas for pilot study considered by Leadership Team. Possible external partners for the development of a service review methodology to be investigated.</p> <p>(Q3 2014/15) Improvements made to the customer experience from the work identified by the Corporate Debt Working Party include better communication, early contact and revising the procedure for instigating legal proceedings. The methodology used by this group has been shared with Leadership Team and further process reviews are planned for the customer experience around lifetime events such as bereavement, redundancy, unemployment. This approach will be rolled out to other processes in due course.</p> <p>(Q4 2014/15) A working methodology has been established and will be used by other services as processes are reviewed.</p>
<p>(d) - (ii) Generation of increased revenue by traded services</p>	<p>Communities Neighbourhoods Chief Executive Resources Governance</p>	<p>31-Mar-15</p>		<p>Achieved</p>	<p>(Q1 &amp; Q2 2014/15) Parking review underway and report anticipated in October 2014. Presentation by East of England Local Government Association on commercialisation of local authority services to be made to Leadership Team in September 2014. Proposals for the commercialisation of the Council's MOT and vehicle servicing facilities via a controlled company able to generate profit, being investigated. Trade waste service to be provided as part of new Waste Management Contract.</p> <p>(Q3 2014/15) The review of the Council's MOT and vehicle servicing facilities concluded that developing a commercial operation of sufficient scale to return a profit would be difficult. Alternative proposals to reduce the number of service bays on relocation of Fleet Operations to Oakwood Hill were approved. This should reduce the costs of servicing the in-house fleet to a sustainable break even point. Proposals to revise parking tariffs which will yield an additional income are being considered by Cabinet for recommendation to Council in the 2015/16 budget. Fees and charges for other services have been reviewed to ensure the Council is at least recovering costs.</p> <p>(Q4 2014/15) New parking tariffs approved by Council as part of the budget for 2015/16. We continue to perform strongly in Development Management and Building Control areas.</p>



<p>(e) - Review of outsourced Out Of Hours Call Handling Service</p>	<p>Communities</p>	<p>31-Mar-15</p>		<p>Achieved</p>	<p>(Q1 2014/15) The new call handling service operated by Mears was successfully introduced in April 2014. Some teething problems have been identified which are being resolved and a formal review of the new arrangements will be undertaken later in the year.</p> <p>(Q2 2014/15) As Q1 above.</p> <p>(Q3 2014/15) As Q1 above.</p> <p>(Q4 2014/15) As Q1 above.</p>
<p>(f) - (i) Investigation of options for flexible working</p>	<p>Chief Executive Governance Resources Communities Neighbourhoods</p>	<p>30-Sep-14</p>		<p>Achieved</p>	<p>(Q1 &amp; Q2 2014/15) ICT capability has been identified to enable flexible working opportunities and a bid for capital funding is to be made as part of budget process for 2015/16. The trialling of a number of options has taken place and appropriate service areas to pilot flexible working approaches are to be identified.</p> <p>(Q3 2014/15) Trials of iPhones and iPads have been conducted by the Planning, Facilities Management and Housing teams. Branch routers are being used by approximately 40 staff allowing them quick, reliable and secure remote access to Council servers to work remotely. This technology will eventually replace the cumbersome VPN technology. Facilities Management staff on call have improved their efficiency by being able to log into Council servers out of hours. Development work is proceeding to enable remote access to the M3 system which will transform the way the Neighbourhoods team are able to deal with customer calls relative to waste management. The next step is to use the learning from all of the trials and look at the potential for further roll out to other services. This will be co-ordinated with a review of work spaces across the Council in action (n) below.</p> <p>(Q4 2014/15) The wider concept of this is scheduled for discussion at Leadership Team in April 2015.</p>

(f) - (ii) Adoption of flexible working strategies	Resources Neighbourhoods Chief Executive Governance Communities	31-Mar-15		Behind Schedule	<p>(Q1, Q2 &amp; Q3 2014/15) See 4(f)(i) above.</p> <p>(Q4 2014/15) Visit to Colchester Borough Council attended by Portfolio Holder for Technology &amp; Support Services, Chief Executive and Director of Resources. Project brief drafted to engage space planning consultants. Service Director responsible for implementing flexible working in Colchester will attend EFDC Leadership Team meeting in April 2015. See comments in 4 (f) (ii) above. Initial pilot trials conducted. Full roll out will be undertaken in 2015/16 using reserves specifically set aside to improve efficiency.</p>
(g) - Implementation of National Land & Property Gazetteer	Resources	31-Jul-14		Achieved	<p>(Q1 2014/15) - All major issues have been resolved but work is continuing to eliminate some duplicate references.</p> <p>(Q2 &amp; Q3 2014/15) - All major issues have been dealt with and there are only a few duplicate references still to be resolved.</p> <p>(Q4 2014/15) This objective has been achieved.</p>
(h) - (i) Review of Allocation Scheme and Tenancy Policy	Communities	30-Dec-14		Achieved	<p>(Q1 2014/15) Officers have identified a number of proposed changes to both the Housing Allocations Scheme and Tenancy Policy, following the introduction of the new Schemes in September 2013. Following informal discussion with Cabinet Members, the Housing Portfolio Holder will make a Portfolio Holder Decision on proposed changes in principle, which will be considered in detail by the Housing Scrutiny Panel in October 2014.</p> <p>(Q2 2014/5) The Housing Portfolio Holder made a formal Portfolio Holder Decision in October 2014 on proposed changes that he would like the Housing Scrutiny Panel to consider. Officers have produced a report based on these principles, along with a number of more minor issues, for consideration at the Housing Scrutiny Panel meeting on 21st October 2014.</p> <p>(Q3 2014/15) At its meeting in October 2014, the Housing Scrutiny Panel considered a number of recommended changes to the Allocations Scheme and Tenancy Policy from the Housing Portfolio Holder and officers, and made a number of recommendations to the Cabinet on proposed changes, which will be considered at the Cabinet its meeting in March 2015, after the required statutory consultation exercise on the proposed changes has been undertaken.</p>

					(Q4 2014/15) The recommendations of the Housing Scrutiny Panel were considered and agreed at the meeting of the Cabinet on 9th March 2015. The target date for implementation is 1st July 2015.
(h) - (ii) Implementation of any changes required to Tenancy Policy	Communities	31-Mar-15		Achieved	<p>(Q1 2014/15) Not yet required.</p> <p>(Q2 2014/15) As Q1 above.</p> <p>(Q3 2014/15) As Q1 above.</p> <p>(Q4 2014/15) Following adoption of the revised Tenancy Policy by the Cabinet in March 2015, officers are currently preparing for the implementation of the new Policy. The target date is 1st July 2015.</p>
(i) - Implementation of Child and Adult Safeguarding Policy	Communities	31-Mar-15		Achieved	<p>(Q1 2014/15) Following the appointment to the new posts of Safeguarding Officer and Safeguarding Administration Assistant, good progress is being made with delivering the identified actions within the action plan, produced following the safeguarding audit in 2013, in accordance with the Council's Child and Adult Safeguarding Policy. A full training programme commenced in April 2014 which has been provided to 80 staff and 25 Members. Work has commenced on a full review of the Council's Safeguarding Policy.</p> <p>(Q2 2014/15) Work on the review of the Council's Safeguarding Policy, and the implementation of the training programme, continues.</p> <p>(Q3 2014/15) The Safeguarding Audit has nearly been completed, and the numerous actions undertaken since the last Audit have now placed the Council in a much better position with regard to its approach in this very important area. The deadline for completing and submitting the Audit is the end of January 2015. A new Safeguarding Policy and associated procedures have been produced. The new Policy will be submitted to Cabinet in March 2015 for adoption.</p> <p>(Q4 2014/15) The new Safeguarding Policy (which covers both children and adults with care and support needs) was adopted by the Cabinet on 9th March 2015.</p>

<p>(j) - Determination of the Council's Housing Strategy for 2013-2016</p>	<p>Communities</p>	<p>31-Dec-14</p>		<p>Behind Schedule</p>	<p>(Q1 2014/15) The Housing Portfolio Holder has previously agreed that the new Housing Strategy should be deferred until the production of the Preferred Options for the Local Plan (see 3(a)(i)), due to the inter-relationship between the two documents and the significant influence that the Local Plan will have on the Housing Strategy. Due to the extension of the timescale for production of the Preferred Options for the Local Plan being extended, the production of the new Housing Strategy has been similarly delayed.</p> <p>(Q2 2014/15) As Q1.</p> <p>(Q3 2014/15) As Q1.</p> <p>(Q4 2014/15) As Q1.</p>
<p>(k) - Development of Council's Economic Development Strategy</p>	<p>Neighbourhoods</p>	<p>30-Sep-14</p>		<p>Behind Schedule</p>	<p>(Q1 2014/15) Progress in formulating a draft Economic Development Strategy has continued alongside work on economic development activities. The Waltham Abbey Town Centre Economic Development Plan has been presented to the Asset Management &amp; Economic Development Cabinet Committee and further geographic and thematic plans are being formulated. However the target timescale for the development of the Council's Economic Development is unrealistic in light of current staffing resources available.</p> <p>(Q2 2014/15) New staffing structure agreed at Council on 30/9/14. Work on new JDs/person specs underway for job evaluation and advertisement via HR</p> <p>(Q3 2014/15) One Economic Development Officer appointed - further recruitment on hold pending transfer between Directorates.</p> <p>(Q4 2014/15) Work on the new strategy delayed pending receipt of Economic Development evidence being prepared as part of the Local Plan.</p>
<p>(l) - Development of Council's Waste Strategy</p>	<p>Neighbourhoods</p>	<p>31-Mar-15</p>		<p>Behind Schedule</p>	<p>(Q1 2014/15) - The Council's new Waste Strategy will be influenced by the work that is currently underway with respect to the review of the Inter Authority Agreement at a County level. This may lead to some slippage.</p>

				<p>(Q2 2014/15) The work around the review of the Inter Authority Agreement at a County level is ongoing and will not conclude until early in the new year. it is hoped to report a more definite timescale at Q3.</p> <p>(Q3 2014/15) Work on the Inter Authority Agreement at County level is still to conclude. Further work on a pan Essex basis has been commissioned by ECC to explore synergies across the County. It is hoped to provide a more definite timescale at Q4.</p> <p>(Q4 2014/15) Work being undertaken on the Inter-Authority Agreement at County level, which is outside the Council's control, is still to be completed and outcomes yet to be agreed between the partners.</p> <p>The outcome of this action is dependent upon external factors outside the Council's control.</p>
(m) - Development of Council's Leisure, Culture and Community Strategy	Communities Neighbourhoods	31-Jul-14		Achieved <p>(Q1 2014/15) Draft Strategy due to be considered by Portfolio Holder Advisory Group in September 2014, with final adoption by Cabinet in November 2014.</p> <p>(Q2 2014/15) The new Leisure and Cultural Strategy for the District, to include the proposed procurement process for the next Leisure Management Contract was considered by the Cabinet on the 3 November, and will be considered by Council on 16 December.</p> <p>(Q3 2014/15) The Council formally adopted the new Leisure and Cultural Strategy in December 2014. The Strategy is now being used to shape the procurement of the new Leisure Management Contract.</p> <p>(Q4 2014/15) Initial feasibility studies of what facilities could be provided through a new Leisure/Community Hub at Hillhouse, Waltham Abbey are under consideration, including discussions with Waltham Abbey Town Council, who are supportive of the initial thinking. As at Q3, the new Leisure and Cultural Strategy has been formally adopted. Consultants to support the procurement of the new Leisure Management Contract have been appointed and will utilise the objectives within the strategy to steer the process.</p>

<p>(n) - Development of Council's Operational Property Strategy</p>	<p>Chief Executive Resources</p>	<p>30-Sep-14</p>		<p>Behind Schedule</p>	<p>(Q1 2014/15) Recent improvements in the Council's wireless capability will facilitate the development of the Operational Property Strategy. A review of potential partners to carry out a workspace review is to be undertaken.</p> <p>(Q2 2014/15) Recent improvements in the Council's wireless capability will facilitate the development of the Operational Property Strategy. A review of potential partners to carry out a workspace review is to be undertaken.</p> <p>(Q3 2014/15) Visits to Essex County Council's flexible working hub and Maldon District Council's contact centres have taken place and a visit to Colchester Borough Council is being scheduled to meet the Director responsible for implementing their flexible working space. Progress has been slower than hoped but it was important to complete Phase II of the organisational review before proceeding further. Good progress has been made in trialling technology to enable remote working in the mean time.</p> <p>(Q4 2014/15) Visit to Colchester took place and the Service Director responsible will attend EFDC's April Leadership Team to share their experiences. Draft terms of reference for engaging space planning experts agreed by Management Board and Portfolio Holder for Technology &amp; Support Services. Full roll out will be in 2015/16.</p>
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**5. Deliver key priorities within budget.**

Action	Lead Directorates	Target Date		Status	Progress
<p>(a) (i) - Achievement of target for all KPIs</p>	<p>Chief Executive Governance Communities Resources Neighbourhoods</p>	<p>31-Mar-15</p>		<p>Behind Schedule</p>	<p>(Q1 2014/15) At the end of the first quarter of the year, 61% of the key performance indicators for 2014/15 had achieved target performance.</p> <p>(Q2 2014/15) At the end of the second quarter of the year, 69% of the key performance indicators for 2014/15 had achieved target performance.</p> <p>(Q3 2014/15) At the end of the second quarter of the year, 72% of the key performance indicators for 2014/15 had achieved target performance.</p>

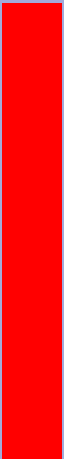
					(Q4 2014/15) At the end of the 4th Quarter of the year, 72% of the key performance indicators for 2014/15 have achieved target performance.
(a) (ii) - Achievement of specified deliverables for key objectives	Neighbourhoods Resources Communities Chief Executive Governance	31-Mar-15		Behind Schedule	<p>(Q1 2014/15) At the end of the first quarter of the year, 68% of the individual deliverables or actions supporting the key objectives for 2014/15 had either already been achieved or were anticipated to be completed in accordance with in-year targets.</p> <p>(Q2 2014/15) At the end of the second quarter of the year, 80% of the individual deliverables or actions supporting the key objectives for 2014/15 had either already been achieved or were anticipated to be completed in accordance with in-year targets.</p> <p>(Q3 2014/15) At the end of the third quarter of the year, 87% of the individual deliverables or actions supporting the key objectives for 2014/15 had either already been achieved or were anticipated to be completed in accordance with in-year targets.</p> <p>(Q4 2014/15) At the end of the 4th Quarter of the year 65% of the individual deliverables or actions supporting the key objectives for 2014/15 have been achieved.</p>
(b) - Consumption of resources within budget	Resources	31-Mar-15		Achieved	<p>(Q1 2014/15) It is very early in the year to make predictions about the outturn. At this time there are no reasons to believe that overall expenditure will not be contained within the budget.</p> <p>(Q2 2014/15) The financial monitoring reports for the end of Q2 are still being prepared. However, early indications suggest that overall expenditure will be contained within the budget.</p> <p>(Q3 2014/15) The revised estimates for 2014/15 show an improvement of £250,000 on the original estimate of the General Fund position. A budget is being proposed for 2015/16 that is in line with the guidance set by Members.</p> <p>(Q4 2014/15) The final accounts for 2014/15 are still being completed but early indications are that spending has been contained within the budget.</p>

<p>(c) - Setting low District Council Tax &amp; maintaining services</p>	<p>Resources</p>	<p>31-Mar-15</p>		<p>Achieved</p>	<p>(Q1 2014/15) The current Medium-Term Financial Strategy assumes that Members will continue with their policy of freezing the Council Tax.</p> <p>(Q2 2014/15) The Medium-Term Financial Strategy has been updated and Members have confirmed they will continue with their policy of freezing the Council Tax.</p> <p>(Q3 2014/15) The draft budget going to Cabinet and Council in February continues the policy of freezing the Council Tax and should not impact significantly on the delivery of any front line services.</p> <p>(Q4 2014/15) The budget approved for 2015/16 continues the policy of freezing the Council Tax and does not impact significantly on the delivery of any front line services.</p>
<p>(d) - (i) Review of sample processes</p>	<p>Governance Resources Neighbourhoods Communities Chief Executive</p>	<p>30-Sep-14</p>		<p>Achieved</p>	<p>(Q1 2014/15) Appropriate sample processes for review to be identified in the second quarter of the year.</p> <p>(Q2 2014/15) Several processes have been reviewed as part of the work of the Corporate Debt Working party. The reviews have been cross-cutting but have dealt with processes primarily in Communities, Governance and Resources. Now rescheduled after the Phase II restructuring is substantially complete.</p> <p>(Q3 2014/15) The final Phase II organisation review has now been completed. Process improvement recommendations made by the cross directorate Corporate Debt Working Party have been presented to the Council's Leadership Team and are being implemented. They include earlier intervention with arrears, service areas raising the charge and alternative collection arrangements for debts below £500 to avoid relatively expensive legal proceedings where possible.</p> <p>(Q4 2014/15) The approach adopted by this working party will be used for other processes with planned reviews of the customer experience during lifetime events such as bereavement, redundancy, unemployment etc. This will fit into the Council's customer centric approach to service delivery in action 4(d)(i) above.</p>



<p>(d) - (ii) Realignment of key performance indicator set</p>	<p>Neighbourhoods Communities Chief Executive Governance Resources</p>	<p>30-Sep-14</p>		<p>Achieved</p>	<p>(Q1 2014/15) Realignment of indicator set to be considered in the second quarter of the year.</p> <p>(Q2 2014/15) Indicator set to be reconsidered in light of the cabinet’s review of strategic priorities.</p> <p>(Q3 2014/15) The Corporate Plan has progressed well and subject to comments received through the consultation process the Cabinet's strategic priorities will be finalised in Q4. This will enable adjustment of the key indicator set to monitor the new strategic priorities set out in the Corporate Plan.</p> <p>(Q4 2014/15) The key indicator set reflects strategic priorities set out in the Corporate Plan.</p>
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**6. Prepare for changes arising from the transfer of public health responsibilities.**

Action	Lead Directorates	Target Date		Status	Progress
<p>(a) - Provision of services to meet health and wellbeing needs</p>	<p>Neighbourhoods</p>	<p>31-Jul-14</p>		<p>Behind Schedule</p>	<p>(Q1 2014/15) Draft Health and Wellbeing Strategy prepared and due to be finally considered by West Essex Health and Wellbeing Committee in October 2014, with adoption by the respective partner authorities in November 2014.</p> <p>(Q2 2014/15) The draft Strategy is still in development pending the finalisation of the Clinical Commissioning Group's new five year plan, and will not be ready for adoption until February 2015.</p> <p>(Q3 2014/05) - The draft Strategy has yet to be agreed and is not likely to be adopted until April 2015.</p> <p>(Q4 2014/2015) - Strategy still to be finalised pending the adoption of the Clinical Commissioning Group's priorities. Timescale now likely to be June 2015.</p>

## 7. Maximise potential of the Council's key development sites

Action	Lead Directorates	Target Date	Status	Progress
(a) - (i) Completion of a development agreement with the owner of the T11 site	Neighbourhoods	31-Mar-15	Behind schedule	<p>(Q1 2014/15) Negotiations between the Council and Polofind Ltd, and respective specialist legal and tax advisers in respect of the Langston Road (Epping Forest Shopping Park) site, has led to a proposal for the optimum way of owning and managing the new shopping park. This will be reported to the Cabinet in October 2014. Marketing of the site to secure anchor tenants of quality is underway. Confidential oral updates of such commercially sensitive information will be given when available.</p> <p>(Q2 2014/15) The documentation continues to be negotiated between the parties whilst considering further options emerging as a result of those negotiations. The report in private session has therefore been rescheduled to the November Cabinet.</p> <p>(Q3 2014/15) December Cabinet considered the legal structure and approach in private session and agreed updates to each Cabinet meeting.</p> <p>(Q4 2014/2015) Joint Venture Agreement largely agreed and in a position to be entered into. However, this is pending the response from the Council's development partner to an offer from the Council to purchase their interest.</p>
(a) - (ii) Facilitation of a detailed planning application for the T11 site	Neighbourhoods	(not specified)	Achieved	<p>(Q1 2014/15) See 7(a)(i) above.</p> <p>(Q2 2014/15) The progress of a planning application is dependent upon the decisions of the November Cabinet</p> <p>(Q3 2014/15) December Cabinet considered the legal structure and approach in private session and agreed updates to each Cabinet meeting.</p> <p>(Q4 2014/2015) Reserved matters on the application are due to be considered by District Development Management Committee on the 10 June 2015.</p>

(a) - (iii) Commencement of development at the T11 site	Neighbourhoods	31-Mar-15		Achieved	<p>(Q1 2014/15) See 7(a)(i) above.</p> <p>(Q2 2014/15) The timetable for vacant possession and development of the site will be agreed between the parties via the Cabinet process</p> <p>(Q3 2014/15) The timetable for vacant possession is still to be agreed, being dependent upon the Oakwood Hill Depot location being ready and the services being ready to transfer.</p> <p>(Q4 2014/2015) The award of tender for construction of the new Oakwood Hill Depot is due to be considered by Cabinet in June 2015. Vacant possession of Langston Road is required by 31 March 2016, if construction is to commence in time for the new shopping park to be open by Christmas 2016.</p>
(b) - Preparation of development brief for North Weald Airfield	Neighbourhoods	31-Mar-15		Achieved	<p>(Q1 2014/15) The North Weald Bassett master-planning exercise is due for completion and consideration by Members, for incorporation into the Local Plan evidence base, in October 2014.</p> <p>(Q2 2014/15) The North Weald Bassett Master-plan was formally accepted into the Local Plan evidence base in October 2014.</p> <p>(Q3 2014/15) Marketing exercise to be undertaken by the Council's consultants to seek potential operational partners to increase revenue and interesting aviation activity planned for early in 2015.</p> <p>(Q4 2014/15) Marketing exercise for Development Partner underway with good level of interest. Initial Expressions of Interest to be considered in July 2015.</p>
(c) - Development of plans for the disposal of all or part of the St. Johns Road site	Neighbourhoods	(not specified)		Achieved	<p>(Q1 2014/15) Heads of Terms for mixed use development have been agreed by the Council, not objected to by Epping Town Council and are being considered by Essex County Council. Relocation of the Housing Depot is a pre-requisite to the development. Potential sites are subject to the outcome of Member decisions on related sites.</p>

					<p>(Q2 2014/15) The relocation of the Housing depot is being actively considered following Members’ agreement to downsize and relocate the Fleet Operation service to Oakwood Hill.</p> <p>(Q3 2014/15) Negotiations with Essex County Council to purchase the school site and with Frontier Estates to deliver the mixed use development have progressed, with solicitors instructed.</p> <p>(Q4 2014/15) Legal documentation progressing to completion. Frontier Estates have indicated that they still wish to proceed with the scheme as per their original submission. Epping Town Council have appointed professional advisers and are still supportive of the scheme. Work has commenced on options to relocate the Council's Housing Repairs Services.</p>
(d) - Disposal of the Nursery Service from the Pyrles Lane site	Neighbourhoods	31-Mar-15		Behind Schedule	<p>(Q1 2014/15) Work has continued with a view to the submission of a planning application in October 2014.</p> <p>(Q2 2014/15) Liaison with Highways at Essex CC and our own internal housing services continue to address the density and access issues raised by the sub committee. The aim is to resubmit the application having resolved those issues. This is likely to be November/December now – but is not on the critical path for the Langston Rd project.</p> <p>(Q3 2014/15) Negotiations to achieve amendments to an amended planning application for Pyrles Lane continue with a view to resubmission.</p> <p>(Q4 2014/15) As per position at Q3.</p>
(e) - (i) Detailed planning application for depot provision	Neighbourhoods	30-Jun-14		Achieved	<p>(Q1 2014/15) The planning application has been referred to the District Development Control Committee and an outcome is awaited (NB. Application agreed at 13 August 2014 meeting). A Member decision in relation to the Fleet Operations relocation/future requirements will be taken into consideration in the design and development of the site.</p> <p>(Q2 2014/15) Planning consent was granted at the DDCC and the Members decided on 6/10/14 to relocate Fleet Operations to Oakwood Hill albeit on a</p>

				<p>smaller scale. This will inform the design and build contract.</p> <p>(Q3 2014/15) December Cabinet agreed to proceed with a design and build contract for Oakwood Hill Depot and made appropriate financial provision.</p> <p>(Q4 2014/15) Detailed Planning Consent Agreed.</p>
(e) - (ii) Detailed design & development of the Oakwood Hill	Neighbourhoods	30-Oct-14	Achieved	<p>(Q1 2014/15) See 7(e)(i) above.</p> <p>(Q2 2014/15) See 7(e)(i) above.</p> <p>(Q3 2014/15) December Cabinet agreed to proceed with a design and build contract for Oakwood Hill Depot and made appropriate financial provision.</p> <p>(Q4 2014/15) Scheme out to tender. Tender acceptance to be considered by Cabinet on the 11 June 2015.</p>
(e) - (iii) Commencement of Oakwood Hill development	Neighbourhoods	31-Mar-15	Behind Schedule	<p>(Q1 2014/15) See 7(e)(i) above.</p> <p>(Q2 2014/15) To relocate services from Langston Road it will be necessary to progress the construction and we remain on target for this.</p> <p>(Q3 2014/15) Work on the letting of the design and build contract is progressing, and will proceed in accordance with all planning conditions.</p> <p>(Q4 2014/15) Tender acceptance report due to be considered by Cabinet in June. Work scheduled to commence in July 2015.</p>
(f) - (i) Start on site Phase 1 housebuilding programme	Communities	31-Aug-14	Achieved	<p>(Q1 2014/15) Tenders have been sought from five contractors from the East Thames Contractors Framework or from contractors registered on Constructionline in May 2014. These have been evaluated by the Council's Development Agent and the Council House-building Cabinet Committee will appoint the contractor in August 2014. Since it is a Design and Build Contract, the appointed Contractor will require a 3-month lead-in for design and mobilisation. Start on site will be around November 2014</p>

					<p>(Q2 2014/15) Cabinet has appointed the contractor to undertake Phase 1, which is still due to start on site in November 2014</p> <p>(Q3 2014/15) The contractor started on site in November 2014.</p> <p>(Q4 2014/15) The Council Housebuilding Cabinet Committee has agreed names for all of the new developments and continues to monitor progress with the progress of works.</p>
(f) - (ii) Obtain investment partner status for HCA funding	Communities	31-Dec-14		Behind Schedule	<p>(Q1 2014/15) The Council learnt in July 2014 that its bid for Affordable Housing Grant was approved by the Homes &amp; Communities Agency (HCA) and the next stage is to achieve Development Partner Status. Once details on how to achieve Investment Partner Status are available, East Thames will prepare and submit an application on behalf of the Council.</p> <p>(Q2 2014/15) The Council is still waiting for the HCA to publish its updated guidance on applying for Investment Partner status. The Director of Communities is due to meet with the HCA's Relationship Manager on 27th October, when he will raise this issue again</p> <p>(Q3 2014/15) The HCA has only just (Jan 2015) issued its guidance on applying for Investment Partner status. The Council's Development Agent, East Thames, has been asked to draft the document, for approval by the Director of Communities.</p> <p>(Q4 2014/15) The application has been submitted to the HCA and approval is expected by the end of June 2015.</p> <p>Whilst not achieved at year end, a revised target date of 2015/16 has been identified for this action.</p>

<p>(f) - (iii) Start on site at Phase 2 housebuilding programme</p>	<p>Communities</p>	<p>31-Mar-15</p>		<p>Behind Schedule</p>	<p>(Q1 2014/15) Following detailed consideration of three feasibility studies and consultation with ward members, the Council Housebuilding Cabinet Committee agreed to seek the development of 56 affordable rented homes at the Burton Road, Loughton as Phase 2 of the house-building Programme. Following consultation by Pellings, the architects appointed by the Council's Development Agent, some changes to proposed layouts have been made resulting in a reduction from 56 to 52 new homes. The planning application for Phase 2 is due to be submitted by the end of August 2014 allowing for Phase 2 to commence on site in May 2015.</p> <p>(Q2 2014/15) The planning application will be submitted by the end of October 2014.</p> <p>(Q3 2014/15) The detailed planning application, for 52 affordable rented homes, was submitted at the end of October 2014 and the planning application was determined by the Area Plans South Sub-Committee in Jan 2015. Planning permission was refused. Officers are currently discussing options with the Housing Portfolio Holder, which will be submitted to the Council Housebuilding Cabinet Committee at its meeting on 5th March 2015. The planning refusal has delayed the project and will result in additional fees.</p> <p>(Q4 2014/15) The Housebuilding Cabinet Committee has agreed that a revised planning application should be submitted for Phase 2, for 52 properties, but with a revised design. The Council's Development Agent is currently producing the revised application and drawings. The delay in commencing Phase 2 has resulted in concerns about the Council's ability to spend all of its Right to Buy one-for-one receipts within the required 3 years of receipt. The Cabinet Committee has requested a report to its next meeting on how this can be overcome.</p>
<p>(g) - Conversion of difficult-to-let bedsits into self-contained flats</p>	<p>Communities</p>	<p>31-Mar-15</p>		<p>Behind Schedule</p>	<p>(Q1 2014/15) In July 2014 the Housing Portfolio Holder agreed the appointment of PA Finley Ltd to undertake the design and build contract for the conversion of 20 bedsits at Marden Close and the ground floor of Faversham Hall into 12 self-contained 1-bed flats. The contract is currently being drawn up and a date of possession is estimated to be around the beginning of September 2014 after the detailed design has been completed by the Contractor. Completion is estimated to be 12-months later around September 2015.</p>

					<p>(Q2 2014/15) Works commenced on site in September 2014 as planned.</p> <p>(Q3 2014/15) Works continue to be progressed on target.</p> <p>(Q4 2014/15) As Q3.</p> <p>Whilst not achieved at year end, a revised target date of 2015/16 has been identified for this action.</p>
(h) - Extension and refurbishment of Epping Forest District Museum	Communities	31-Mar-15		Achieved	<p>(Q1 2014/15) Following a long period of time to agree the terms of the lease for the first floor over the library with Essex County Council, the lease was signed in April 2014. This enabled the opening up works to commence and in turn allow the architects and engineers to commence with the detailed design in consultation with the Listed Building Officer at ECC. In the meantime, the Pre-qualification Questionnaire has been issued to a long list of contractors with a view to agreeing a short list for inclusion on a tender list. Tenders are due to be issued and returned by October 2014 with works due to start on site around December 2014 and completing around June 2015. This will be followed by a short period of around 12-weeks for fitting out the Museum before reopening in September 2015.</p> <p>(Q2 2014/15) The PQQ process has been completed and the short-list of contractors agreed. Tenders are due to be issued by the end of October 2014 and to be reported to the Cabinet in December 2014.</p> <p>(Q3 2014/15) In December 2014, Cabinet awarded the Works Contract to the contractor that submitted the lowest price and highest quality score. The Council's Legal Team are in the process of drawing up the Works Contract.</p> <p>(Q4 2014/15) A Letter of Intent (to enter into a contract) has been issued to the contractor, Coniston Ltd, to enable the contractor to mobilise for the commencement of works. The Works Contract is close to being signed and works are expected to commence W/C 20th April 2015, with works due to complete in October 2015. This will then be followed by the fit-out stage, with the museum expected to open to the public in February 2016.</p>



<p>(i) - Undertake Environmental Estate Improvement Scheme at Oakwood Hill</p>	<p>Communities</p>	<p>31-Mar-15</p>		<p>Behind Schedule</p>	<p>(Q1 2014/15) The Cabinet has allocated £200,000 towards the Environmental Improvement Scheme, which has been match-funded by £200,000 from Essex County Council for footpath and highway works. An Oakwood Hill Environmental Task Force has been formed, chaired by the Housing Portfolio Holder and comprising local residents, which first met in July 2014 and suggested improvements for further consideration including footpath improvements, the creation of a public space, off-street parking, landscaping, CCTV, and cleaned/replaced fascias and soffits. The Council's total budget allocation of £200k for the improvements is spread equally between 2014/15 and 2015/16.</p> <p>(Q2 2014/15) The Task Force has now met on two occasions, which have proved very useful, and discussed potential works to be included within the Improvement Scheme.</p> <p>(Q3 2014/15) Good progress continues to be made. Essex CC have agreed to repair/renew all of the adopted footpaths on the Estate, and the Task Force has agreed that the renewal/repair of EFDC's footpaths should be funded from the Project Budget. The Task Force has formulated a menu of potential improvements that are currently being costed. Works are due to commence in May/June 2015.</p> <p>(Q4 2014/15) As Q3.</p> <p>Whilst not achieved at year end, a revised target date of 2015/16 has been identified for this action.</p>
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**8. Prepare and plan for the effects of welfare reform in and effective and co-ordinated way.**

Action	Lead Directorates	Target Date		Status	Progress
<p>(a) - Implementation of updated scheme of local support for Council Tax</p>	<p>Resources</p>	<p>31-Dec-14</p>		<p>Achieved</p>	<p>(Q1 2014/15) The Cabinet has agreed the key items to be included in the consultation and the consultation will commence in August 2014.</p>

				<p>(Q2 2014/15) The annual consultation has now concluded and the responses are being evaluated. A proposal for the 2015/16 scheme will be going to Cabinet in December.</p> <p>(Q3 &amp; Q4 2014/15) A scheme has been approved by Council for 2015/16 which is largely unchanged from the 2014/15 scheme.</p>
(b) - Retention of adequate resources to ensure the threat of fraud is effectively managed	Resources	31-Dec-14	Achieved	<p>(Q1 2014/15) The Chief Internal Auditor and the Assistant Director of Resources (Benefits) are working on reports for future consideration by the Cabinet, which will set out the amended structures and resources required for both a Corporate Fraud Unit and the Benefits Service.</p> <p>(Q2 2014/15) The Chief Internal Auditor and the Assistant Director of Resources (Benefits) are working on reports for future consideration by the Cabinet, which will set out the amended structures and resources required for both a Corporate Fraud Unit and the Benefits Service.</p> <p>(Q3 &amp; Q4 2014/15) Cabinet has approved the new structures for both a Corporate Fraud Unit and the Benefits Service.</p>
(c) - Retention of adequate resources to ensure the benefit function is effectively operated	Resources	31-Dec-14	Achieved	<p>(Q1 2014/15) It remains unclear when Universal Credit will be implemented in the district and the role that this Council will have. At this point staff retention has not become a significant issue.</p> <p>(Q2 2014/15) It remains unclear when Universal Credit will be implemented in the district and the role that this Council will have. At this point staff retention has not become a significant issue.</p> <p>(Q3 2014/15) An amended structure has been agreed for the Benefits Service although this may need to be considered again when it is known what will happen with Universal Credit.</p> <p>(Q4 2014/15) Effectiveness evidenced by achievement of KPI targets for processing both new claims and changes of circumstance.</p>