

Corporate Plan: 2015-2020
KEY ACTION PLAN 2016-2017

Action	Lead Directorate	Responsibility for Achievement	Target Date	Progress Report (as at end of Quarter X)
Aim (i) To ensure that the Council has appropriate resources, on an ongoing basis, to fund its statutory duties and appropriate discretionary services whilst continuing to keep Council Tax low.				
(a) To ensure that the Council's Medium Term Financial Strategy plans to meet the Council's financial and service requirements for any forward five year period, whilst minimising any reliance on Government funding.				
1) Deliver the savings identified for 2016/17 in the business cases approved by Members	Management Board	Chief Executive	March 2017	
2) Progress preparations for delivering savings for 2017/18 within the MTFS	Management Board	Chief Executive	March 2017	
3) Develop additional business cases, including the use of the invest to save fund, to address the need for net savings in subsequent years.	Management Board	Chief Executive	Sept. 2016	
4) Continue with the presentation of the Financial Issues Paper and MTFS update in July.	Resources	Director Resources	July 2016	
5) Review the future options for the HRA Financial Plan, in the light of the Government's requirement to reduce Council rents by 1% p/a for 4 years and to sell "high value" empty Council properties, following consultation with the Tenants and Leaseholders Federation and the Housing Select Committee.	Communities	Director Communities	Nov. 2016	
(b) To continue to review and develop the Council's own assets and landholdings for appropriate uses, in order to maximise revenue streams and capital receipts, and to deliver the following key projects: <ul style="list-style-type: none"> <li style="display: inline-block; width: 45%;">■ The Epping Forest Shopping Park, Loughton <li style="display: inline-block; width: 45%;">■ Council Housebuilding Programme <li style="display: inline-block; width: 45%;">■ St John's Redevelopment Scheme, Epping <li style="display: inline-block; width: 45%;">■ North Weald Airfield 				

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1) Complete Phase 1 of the Council Housebuilding Programme to provide 23 new affordable rented homes in Waltham Abbey.	Communities	Assistant Director. (Housing Property & Development)	July 2016	
2) Commence Phase 2 of the Council Housebuilding Programme to provide [51] new affordable rented homes at Burton Road, Loughton.	Communities	Assistant Director. (Housing Property & Development)	April 2016	
3) Relocate the Housing Repairs Service from the Epping Depot, together with the Housing Assets Team, to alternative suitable alternative premises in order to vacate the current Depot site to enable the planned St John's Redevelopment Scheme and to free-up office accommodation at the Civic Offices, Epping.	Communities	Assistant Director (Housing Property & Development)	April 2016	
4) To facilitate, by the purchase of Essex County Council's interest and subsequent disposal to the preferred developer, the St John's Road redevelopment scheme. This action to be taken to deliver the community and economic development benefits sought in the adopted Development Brief.	Neighbourhoods	Director Neighbourhoods	April 2016	
5) Work in partnership with Moat Housing to commence the proposed development of the Council garage site at Vere Road, Loughton to provide 15 affordable rented homes, together with up to 14 additional parking spaces to facilitate the development of the adjacent site of the former Sir Winston Churchill PH.	Communities	Director Communities	June 2016	
6) Following the response to the "Expressions of Interest" for North Weald Airfield marketing exercise, evaluate the submissions received in order for the Asset Management Cabinet Committee to recommend any preferred proposal to the Cabinet.	Neighbourhoods	Director of Neighbourhoods	Nov. 2016	

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7) To progress the Epping Forest Shopping Park on a sole owner operator basis with the aim of achieving an opening for the Christmas period 2016.	Neighbourhoods	Director Neighbourhoods	October 2016	
8) Commence Phase 3 of the Council Housebuilding Programme to provide up to 35 new affordable rented homes in Epping, Coopersale, North Weald and Ongar.	Communities	Assistant Director. (Housing Property & Development)	June 2016	
9) Secure planning Phase 4 of the Council Housebuilding Programme to provide up to 50 new affordable rented homes at various small sites in Loughton and Buckhurst Hill.	Communities	Assistant Director (Housing Property & Development)	May 2016	
10) Subject to the receipt of planning permission, secure the provision of the affordable rented homes at the Council-owned site at Pyrles Lane, Loughton as part of any sale of the site to a private developer	Communities	Director Communities	June 2016	
(c) To explore appropriate opportunities to make savings and increase income through the shared delivery of services with other organisations, where such arrangements would provide improved and/or more cost effective outcomes.				
1) Ensure liaison with the Communities Directorate on Housing related / led projects is constructive and productive to retain Building Control project work in-house	Governance	Assistant Director (Development Management)	April 2016	
2) Include a clause as standard in new commercial leases, to require the use of the Building Control service.	Neighbourhoods	Assistant Director (Forward Planning & Economic Development)	April 2016	
3) Estates colleagues to include use of the in-house building control service in their standard negotiations.	Governance	Assistant Director (Forward Planning & Economic Development)	April 2016	

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4) Include as standard in the specification for new contracts to upgrade Council facilities, a requirement to use the in-house Building Control service. For example: The Leisure Contract requires upgrades to sports centres.	Neighbourhoods / Resources	Assistant Directors (Forward Planning & Economic Development) / (ICT & Facilities Management)	April 2016	
5) For major development projects in which the Council has a sole or significant interest, ensure building regulations work is carried out by the in-house team. For example the Langston Road Shopping Park, and the St Johns Road redevelopment scheme.	Neighbourhoods	Director Neighbourhoods	April 2016	
6) Identify and undertake measures to raise the profile and successes of the in-house building control team.	Governance	Assistant Director (Development Management)	April 2016	
7) Participate in the renegotiations of the contracts for the provision of on-line library services.	Governance	Assistant Director (Legal Services)	March 2017	
8) Explore the possible expansion of the insurance service provided to Uttlesford. District Council.	Resources	Assistant Director (Accountancy)	Sept. 2016	
9) Implement an integrated HR/Payroll IT system jointly with at least one other authority.	Resources	Assistant Director (HR)	March 2017	
10) Evaluate possibility of shared service as part of Debt Working Party.	Resources	Assistant Director (Revenues)	Sept. 2016	
11) Provide HR/payroll services to at least one other authority.	Resources	Assistant Director (HR)	March 2017	

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12) Evaluate possibility of shared service as part of Scanning Working Party.	Resources	Assistant Director (Benefits)	Sept. 2016	
13) Identify additional Council services that may benefit from a shared provision with other organisations (either provided by the Council or others), to reduce costs, create income and/or improve service delivery.	Management Board	Chief Executive	March 2017	
Aim (ii) To ensure that the Council has a sound and approved Local Plan and commences its subsequent delivery				
(a) To produce a sound Local Plan, following consultation with local residents and working with neighbouring councils, that meets the needs of our communities whilst minimising the impact on the District's Green Belt.				
1) Update the Council's Housing Strategy, following production of the Preferred Options for the Local Plan.	Communities	Director Communities	Dec. 2016	
2) To undertake Phase II of a comprehensive Green Belt Review as a key component of the local Plan evidence base.	Neighbourhoods	Assistant Director (Forward Planning & Economic Development)	January 2016	
3) Agree a Draft Local Plan and undertake the appropriate sustainability appraisal.	Neighbourhoods	Assistant Director (Forward Planning & Economic Development)	May 2016	
4) Undertake all necessary consultations and negotiations under the Duty to Co-operate with Neighbouring Authorities to ensure that the Local plan meets this test at Examination.	Neighbourhoods	Assistant Director (Forward Planning & Economic Development)	On-going	
5) Submit the Final Local Plan to the Planning Inspectorate for Examination.	Neighbourhoods	Assistant Director (Forward Planning & Economic Development)	Oct 2017	

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(b) To increase opportunities for sustainable economic development within the District, in order to increase local employment opportunities for residents.				
1) Continue with the Council's apprenticeship scheme for the district's young people, providing sustainable employment opportunities.	Resources	Assistant Director (HR)	Sept. 2016	
(c) To deliver the Council's new Leisure and Cultural Strategy, in order to maximise participation and value for money in the provision of leisure and cultural services to local residents and visitors.				
1) In partnership with Essex County Council, NHS England and Waltham Abbey Town Council, undertake a Master-planning exercise for the provision of a proposed new swimming pool, new health centre and an independent living scheme for older people at Hillhouse, Waltham Abbey.	Neighbourhoods / Communities.	Director Neighbourhoods / Director Communities.	May 2016	
2) Undertake a public consultation exercise on the Draft Masterplan for Hillhouse, Waltham Abbey.	Neighbourhoods / Communities	Director Neighbourhoods / Director Communities	Sept. 2016	
3) In accordance with the recommendations of the Leisure and Culture Strategy to jointly pursue the provision of a new Secondary School on the Ongar Campus site, with a view to entering a Dual-Use Agreement for the Leisure Centre.	Neighbourhoods	Assistant Director. Neighbourhoods	April 2016	
4) As part of the competitive dialogue procurement process for the new Leisure Management Contract, take forward the provision of a replacement swimming pool in Waltham Abbey.	Neighbourhoods	Assistant Director. Neighbourhoods	Sept. 2016	

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5) Subject to the receipt of funding from Arts Council England, investigate the possible establishment of a Museum Heritage and Culture Development Trust, in order to lever in more external funding than is currently possible.	Communities	Assistant Director (Community Services & Safety)	June 2016	
Aim (iii) To ensure that the Council adopts a modern approach to the delivery of its services and that they are efficient, effective and fit for purpose.				
(a) To have efficient arrangements in place to enable customers to easily contact the Council, in a variety of convenient ways, and in most cases have their service needs met effectively on first contact.				
1) Review the success of the increased opening hours and the increased delivery of Council services at the Council Office at the Limes Centre Chigwell after 12 months' operation, with an interim review after 6 months.	Communities	Assistant Director (Community Services & Safety)	January 2017	
2) Implement and/or produce an Implementation Plan for, the agreed proposals for improving customer contact.	Management Board	Assistant Director (Governance & Performance Improvement)	March 2017	
(b) To utilise modern technology to enable Council officers and members to work more effectively, in order to provide enhanced services to customers and make Council services and information easier to access.				
1) Achieve significant progress in the scanning of paper and microfiche Development Control files to increase both information available on iPlan and enable flexible working.	Governance	Assistant Director Development Management	March 2017	
2) Scan Building Control paper and microfiche files to promote flexible working and reduce storage costs.	Governance	Assistant Director Development Management	March 2017	

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3) Undertake document scanning projects in Legal Services and Development management to support the Transformation Programme.	Governance	Assistant Directors (Legal Services & Development Management)	March 2017	
4) Continue the implementation of the Council's ICT Strategy, with the completion of the following key projects: (a) Roll out and development of Information@Work; and (b) Mobile and flexible working.	Resources	Assistant Director (ICT & Facilities Management)	March 2017	
5) Free up computer suite 1 for re-use as office accommodation.	Resources	Assistant Director (ICT & Facilities Management)	March 2017	
(c) To ensure that the Council understands the effects of an ageing population within the District and works with other agencies to make appropriate plans and arrangements to respond to these effects.				
1) Complete the multi-service study to identify and better understand the demographics of an ageing population in the District and the effects on the Council.	Communities	Assistant Director (Community Services & Safety)	June 2016	
2) Commence the implementation of the action plan formulated as a result of the multi-service study to mitigate the effects on the Council of an ageing population in the District.	Communities	Assistant Director (Community Services & Safety)	Sept. 2016	
3) Review the delivery of housing support at the Council's sheltered housing schemes in the District.	Communities	Assistant Director (Housing Operations)	June 2016	
4) Review the Council's sheltered housing stock assets, with a view to rationalisation and modernisation through a strategic approach.	Communities	Director Communities	June 2016	