

**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.**

Key Objective (i)(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.

Action	Lead Directorates	Target Date	Status	Progress
1) Deliver identified savings	Management Board	31-Mar-17	On Target	Q1 (2016/17) Printer Migration Project is being implemented. Transformation work-stream is reviewing further opportunities. Reports due in the autumn.
2) Progress preparations for delivering savings for 2016/17	Management Board	31-Mar-17	On Target	Q1 (2016/17) Not yet due - will be progressed as part of the 2017/18 budget process.
3) Develop additional business cases	Management Board	30-Sep-16	On Target	Q1 (2016/17) Printer Migration Project is being implemented. Transformation work-stream is reviewing further opportunities. Reports due in the autumn.
4) Presentation of the Financial Issues Paper and MTFS update	Resources	31-Jul-16	On Target	Q1 (2016/17) The Financial Issues Paper will be presented to the Finance & Performance Management Cabinet Committee on 14 July.
5) Review the future options for the HRA Financial Plan and to sell "high value" empty Council properties	Communities	30-Nov-16	Pending	Q1 (2016/17) Awaiting Government Guidance and Regulations on the sale of "higher value" empty Council properties. The Review cannot be effectively undertaken until the level of the required levy to be paid to the Government is known.

Key Objective (i)(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:

- The Epping Forest Shopping Park, Loughton
- Council Housebuilding Programme
- St John's Redevelopment Scheme, Epping
- North Weald Airfield

Action	Lead Directorates	Target Date	Status	Progress
1) Complete phase 1 of the Council House-buildings	Communities	31-Jul-16	Under Control	Q1 (2016/17) Following the termination of the contract with the contractor for Phase 1, due to poor performance, negotiations are being held with another contractor to complete the works.
2) Commence Phase 2 of the Council Housebuilding Programme	Communities	30-Apr-16	Achieved	(Q1 2016/17) The contract has been signed, the contractor has taken possession of the site and is due to commence works shortly.
3) Relocate the Housing Repairs Service from the Epping Depot to alternative suitable alternative premises	Communities	30-Apr-16	Pending	(Q1 2016/17) Planning permission has been received for the construction of a new Repairs and Maintenance Hub at Blenheim Way, North Weald, for which it will take around 18 months to procure and undertake the works. However, at the meeting of Cabinet in July 2016, it was agreed that no further work should be undertaken on the proposal until after the outcome of the Strategic Accommodation Review.
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.	Neighbourhoods	30-Apr-16	On Target	(Q1 2016/17) The final terms of the purchase of the County Council's interest and subsequent disposal to Frontier Estates have been agreed and are to be considered by the respective Cabinet Committees in July 2016. The agreement will be in principle subject to further confirmation from the Secretary of State with regard to State Aid Regulations.
5) Work in partnership with Moat Housing to commence the development of the Council garage site	Communities	30-Jun-16	Pending	(Q1 2016/17) A comprehensive Car Parking and Affordable Housing Plan for Vere Road, which includes consideration of the future of this site, is due to be considered by the Asset Management and Economic Development Cabinet Committee on 22nd August 2016.

6) Evaluate the submissions received for North Weald Airfield marketing exercise	Neighbourhoods	30-Nov-16	Behind Schedule	(Q1 2016/17) Submissions received in response to the expressions of interest have been assessed by the Asset Management Cabinet Committee. Specification for procurement of an operational partner has commenced.
7) Progress the Epping Forest Shopping Park Scheme	Neighbourhoods	31-Oct-16	Behind Schedule	(Q1 2016/17) Tenders have been received for the construction of the main Shopping Park, which further to final evaluation, will be recommended for approval at the Council's July Cabinet. Delays have been experienced with reaching agreement with Essex County Council on the final specifications and working methodology for the Highways Works. Whilst marketing is proceeding well, the Shopping Park is now not likely to open until Summer 2017.
8) Commence Phase 3 of the Council Housebuilding Programme to provide up to 35 new affordable rented homes in Epping	Communities	30-Jun-16	On Target	(Q1 2016/17) Tenders are due to be invited from contractors for a number of small construction contracts comprising Phase 3 in early August 2016.
9) Secure planning Phase 4 of the Council Housebuilding Programme to provide up to 50 new affordable rented homes in Loughton	Communities	31-May-16	Under Control	(Q1 2016/17) A number of developments comprising Phase 4 have received planning permission, but a number have also been refused. The Council Housebuilding Cabinet Committee will consider the proposed approach to the delivery of Phase 4 once all planning applications have been determined.
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	Communities	30-Jun-16	Under Control	(Q1 2016/17) A report will be submitted to Cabinet shortly on the proposed marketing strategy for the sale of the Pyrles Lane nursery site, which will consider the Council Housebuilding Cabinet Committee's recommendation that the completed affordable homes be purchased by the Council.

Key Objective (i)(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.

Action	Lead Directorates	Target Date	Status	Progress
1) Liaise with the Communities Directorate on Housing related / led projects is constructive and productive to retain Building Control project work in-house	Governance	30-Apr-16	Achieved	(Q1 2016/17) - We continue to enjoy a constructive and responsive relationship between directorates and building income continues to exceed budget.
2) Include a clause as standard in new commercial leases, to require the use of the Building Control service	Neighbourhoods	30-Apr-16	Under Control	(Q1 2016/17) Clause being prepared for inclusion in new commercial leases.
3) Estates colleagues to include use of the in-house building control service in their standard negotiations	Governance	30-Apr-16	On Target	(Q1 2016/17) - The directorates continue to liaise to embed the inclusion of the in-house service in negotiations.
4) Include as standard in the specification for new contracts to upgrade Council facilities, a requirement to use the in-house Building Control service.	Neighbourhoods Resources	30-Apr-16	On Target	(Q1 2016/17) The contract for the construction of the new Leisure Centre at Waltham Abbey and any other refurbishments will reflect the requirement to use the in-house Building Control Service.
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	Neighbourhoods	30-Apr-16	On Target	(Q1 2016/17) Opportunities are being offered to undertake the work.
6) Identify and undertake measures to raise the profile and successes of the in-house building control team.	Governance	30-Apr-16	On Target	(Q1 2016/17) The Staples Road Junior School in Loughton was shortlisted for the Local Authority Building Control awards held in Cambridge and the team continues to promote partnership working resulting in healthy income levels.
7) Participate in the renegotiations of the contracts for the provision of on-line library services	Governance	31-Mar-17	Achieved	(Q1 2016/17) - As part of PLP the legal service continues to benefit from reduced online library services in a form of savings.

8) Explore the possible expansion of the insurance service provided to Uttlesford. District Council.	Resources	30-Sep-16	Achieved	(Q1 2016/17) - The possibility of expanding the insurance service has been explored with both Uttlesford and other Essex districts but unfortunately all those contacted are not interested in changing their arrangements at this time.
9) Implement an integrated HR/Payroll IT system jointly with at least one other authority.	Resources	31-Mar-17	On Target	(Q1 2016/17) - Implementation underway with Braintree & Colchester councils, with these sites going live first. The target for Epping to go live with the new system is December 2016.
10) Evaluate possibility of shared service as part of Debt Working Party.	Resources	30-Sep-16	Pending	(Q1 2016/17) - The Working Party continues to meet and reports back to Management Board on potential improvements and alterations to the processes of debt recovery.
11) Provide HR/payroll services to at least one other authority	Resources	31-Mar-17	Pending	(Q1 2016/17) - The primary focus is currently the implementation of the new system - see item 9 above.
12) Evaluate possibility of shared service as part of Scanning Working Party	Resources	30-Sep-16	On Target	(Q1 2016/17) - The Working Party has been established with a project charter and meetings have taken place as part of the discovery phase.
13) Identify additional Council services that may benefit from a shared provision with other organisations	Management Board	31-Mar-17	On Target	(Q1 2016/17) Good progress made with audit. Opportunities being discussed with West Essex Chief Executives.

### **Aim (ii) To ensure that the Council has a sound and approved Local Plan and commences its subsequent delivery**

Key Objective (ii)(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.

Action	Lead Directorates	Target Date	Status	Progress
1) Update the Council's Housing Strategy, following production of the Preferred Options for the Local Plan.	Communities	31-Dec-16	Pending	(Q1 2016/17) It has previously been agreed that work on updating the Council's Housing Strategy should not commence until the Draft Local Plan Preferred Approach has been published, which is currently expected to take place in October 2016, since the Housing Strategy is so dependent on the Local Plan proposals.

2) To undertake Phase II of a comprehensive Green Belt Review as a key component of the local Plan evidence base.	Neighbourhoods	31-Jan-16		Under Control	(Q1 2016/17) Phase II of the Green Belt Review has been completed and now forms part of the evidence base in undertaking individual site assessment work.
3) Agree a Draft Local Plan and undertake the appropriate sustainability appraisal.	Neighbourhoods	31-May-16		Under Control	(Q1 2016/17) New Local Plan Development Scheme due to consideration at the July Cabinet Committee. Sustainability appraisals underway.
4) Undertake all necessary consultations and negotiations under the Duty to Co-operate with Neighbouring Authorities	Neighbourhoods	31-Mar-17		On Target	(Q1 2016/17) The work of the Co-operation for Sustainable Development Board is ongoing fulfilling the requirements of the Duty to Co-operation. Currently chaired by EFDC but due to transfer to East Herts in June. Intention is for the four authorities within the Strategic Housing Market Area to consult simultaneously in the Autumn.
5) Submit the Final Local Plan to the Planning Inspectorate for Examination.	Neighbourhoods	31-Oct-17		Under Control	(Q1 2016/17) Final Local Plan Document in accordance with the revised Local Development Scheme due to be submitted for Examination in Public in November/December 2017.

Key Objective (ii)(b) To increase opportunities for sustainable economic development within the District, in order to increase local employment opportunities for residents.

Action	Lead Directorates	Target Date	Status	Progress
1) Continue with the Council's apprenticeship scheme for the district's young people, providing sustainable employment opportunities.	Resources	30-Sep-16	 On Target	(Q1 2016/17) The cohort recruited in 2015 continues to make good progress with their apprenticeships. A full intake will occur again in 2017. For 2016 the focus is on the recruitment of a new graduate trainee.

Key Objective (ii)(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.

Action	Lead Directorates	Target Date	Status	Progress
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.	Communities Neighbourhoods	31-May-16	Achieved	(Q1 2016/17) The Master Plan has been produced, published and formally endorsed by the Cabinet.
2) Undertake a public consultation exercise on the Draft Masterplan for Hillhouse, Waltham Abbey.	Communities Neighbourhoods	31-Mar-16	Achieved	(Q1 2016/17) The master-planning exercise (see 1 above) included consultation with all key stakeholders and the holding of a Community Planning Weekend, to which all residents, local businesses and other interested parties were invited. Feedback received from this consultation process informed the final Master Plan.
3) Jointly pursue the provision of a new Secondary School on the Ongar Campus site	Neighbourhoods	30-Apr-16	Achieved	(Q1 2016/17) Completed
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	30-Sep-16	Achieved	(Q1 2016/17) Completed
5) Subject to the receipt of funding from Arts Council England, investigate the possible establishment of a Museum Heritage and Culture Development Trust	Communities	30-Jun-16	Pending	(Q1 2016/17) The outcome of the bid for funding from Arts Council England is awaited.

**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.**

Key Objective (iii)(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.

Action	Lead Directorates	Target Date	Status	Progress
1) Review the success of the increased opening hours and the increased delivery of Council services at the Council Office at the Limes Centre	Communities	31-Jan-17	On Target	(Q1 2016/17) - The increased opening hours have been introduced, with the provision of increased Council services from the Council Office. A formal review of the success of this initiative is planned to be undertaken by the Communities Select Committee after 12 months' operation - in 2017.
2) Implement and/or produce an Implementation Plan for, the agreed proposals for improving customer contact.	Management Board	31-Mar-17	On Target	(Q1 2016/17) - The customer contact project team continues to make good progress. A Head of Customer Service is due to be appointed shortly.

Key Objective (iii)(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.

Action	Lead Directorates	Target Date	Status	Progress
1) Achieve significant progress in the scanning of paper and microfiche Development Control files	Governance	31-Mar-17	On Target	(Q1 2016/17) - The dedicated team continues to scan Planning files with a view to supporting flexible and remote working and reducing space requirements. Approximately 20% of the 2383 Council Deeds have been scanned and up-loaded onto the Council's mapping system.

					Additionally a spreadsheet has been developed to organise approximately 6000 miscellaneous documents in preparation for scanning.
2) Scan Building Control paper and microfiche files to promote flexible working and reduce storage costs.	Governance	31-Mar-17		On Target	(Q1 2016/17) - The dedicated team continues to scan building control with a view to supporting flexible and remote working and reducing space requirements.
3) Undertake document scanning projects in Legal Services and Development management to support the Transformation Programme.	Governance	31-Mar-17		On Target	(Q1 2016/17) - We continue to scan legal documents and we are embarking on a program of creating electronic files for certain categories of legal work.
4) Continue the implementation of the Council's ICT Strategy, with the completion of the following key projects	Resources	31-Mar-17		On Target	(Q1 2016/17) Implementation continues and is on target. An update report was presented to the Resources Select Committee in April.
5) Free up computer suite 1 for re-use as office accommodation.	Resources	31-Mar-17		Pending	(Q1 2016/17) On hold pending the accommodation review and is awaiting works to fully decommission.

Key Objective (iii)(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.

Action	Lead Directorate	Target Date	Status	Progress	
1) Complete the multi-service study to identify and better understand the demographics of an ageing population in the District.	Communities	30-Jun-16		On Target	(Q1 2016/17) The study has been completed and the Study Report has been drafted. In the first instance, the Draft Study Report will be considered by the Council's Management Board, following which it will be submitted to the Overview and Scrutiny Committee for consideration and discussion.

2) Commence the implementation of the action plan formulated as a result of the multi-service study.	Communities	30-Sep-16		Pending	(Q1 2016/17) This will be implemented following consideration of the Study Report by the Overview and Scrutiny Committee, as referred to in (1) above.
3) Review the delivery of housing support at the Council's sheltered housing schemes in the District.	Communities	30-Jun-16		On Target	(Q1 2016/17) Initial ideas have been formulated on how housing support could be delivered at the Council's sheltered housing schemes in the future. However, this project is being held in abeyance, pending consideration by the Communities Select Committee and the Cabinet on the options for the future delivery of the Council's Careline Service.
4) Review the Council's sheltered housing stock assets, with a view to rationalisation and modernisation through a strategic approach.	Communities	30-Jun-16		On Target	(Q1 2016/17) A number of proposals have been formulated by a project team led by the Director of Communities. It is intended that an initial report on the approach to the review will be submitted to the Communities Select Committee in November 2016 for consideration.