

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
5) Review the future options for the HRA Financial Plan and to sell "high value" empty Council properties	Communities	30-Nov-16	Achieved	<p>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.</p> <p>Q2 (2016/17) As Q1. However, some preliminary work on the resources available to the HRA for the Housebuilding Programme and levels of investment on the Council's housing stock have commenced, which will feed in to the review.</p> <p>Q3 (2016/17) Following the Government's announcement that the proposed High Value Voids Levy will not commence until at least 2018/19, and in view of the need to make strategic decisions for the HRA, the Housing Portfolio Holder has agreed that the further HRA Financial Options Review should be undertaken in 2 stages. The Council's HRA Business Planning Consultant has therefore been commissioned to provide a Stage 1 Options Report for consideration and it is planned to present the Options Report to the Finance and PM Cabinet Committee in Spring 2017, following consultation with the Communities Select Committee and Tenants and Leaseholders Federation, as previously agreed.</p> <p>Q4 (2016/17) The Finance & Performance Management Cabinet Committee undertook the Stage 1 Options Review and Cabinet subsequently agreed Cabinet Committee's recommendation that the Council Housebuilding Programme should be resumed for Phases 4-6 and that the Council should revert back to the Government's Decent Home Standard, from the Council's Modern Home Standard.</p>

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	<p>(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.</p> <p>(Q2 2016/17) Following a comprehensive assessment of the outstanding works, PA Finlay has now been selected to complete the works through a Completion Contract. The contract is currently in the process of being signed. It is expected that works will commence on site W/C 31st October 2016.</p> <p>Q3 (2016/17) Works commenced W/C 31st October 2016 as planned and the completed homes will be handed over in phases during 2017 for letting.</p> <p>Q4 (2016/17) The first 2 properties for Phase 1 have been handed over. The remaining properties will be handed over in stages during 2017/18.</p>
2) Commence Phase 2 of the Council Housebuilding Programme	Communities	30-Apr-16	Achieved	<p>(Q1 2016/17) The contract has been signed, the contractor has taken possession of the site and is due to commence works shortly.</p> <p>(Q2 2016/17) Works have commenced.</p> <p>(Q3 2016/17) Works continue. There has been a delay due to the need to undertake detailed contamination investigations and associated remedial works, but the contractor is of the view that the programme can be brought back on track. In any event, since it is a Design and Build Contract, there should be no claims for loss and expense from the contractor for the delay.</p>

					Q4 (2016/17) Works continue
3) Relocate the Housing Repairs Service from the Epping Depot to alternative suitable alternative premises	Communities	30-Apr-16		Under Control	<p>(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, due to be reported to Cabinet in October 2016.</p> <p>(Q2 2016/17) The outcome of the Strategic Accommodation Review was not able to be reported to the October meeting of the Cabinet, and is unlikely to be reported until early 2017.</p> <p>(Q3 2016/17) As Q1 and Q2. In the meantime, the costs and implications of providing a temporary Housing Repairs Depot at North Weald Airfield is being explored as a possible short term interim option.</p> <p>Q4 (2016/17) in March 2017, Cabinet agreed that the Housing Repairs Service should be co-located at the Oakwood Hill Depot, Loughton. An officer project team has been formed, chaired by the Asst Director (Housing Property & Devt.), which will consider the works required to achieve the solution and report to Cabinet accordingly.</p>
5) Work in partnership with Moat Housing to commence the development of the Council garage site	Communities	30-Jun-16		None	<p>(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.</p> <p>(Q2 2016/17) The Car Parking and Affordable Housing Plan was considered by the Cabinet Committee on 2nd August 2016. Cabinet subsequently approved the Plan, including the Cabinet Committee's recommendation that this site should not be developed for affordable housing, but to provide dedicated parking for the private residents of the Higgins development on the site of the former Sir Winston Churchill PH site. Therefore, this action is now closed.</p>

<p>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.</p>	Communities	30-Jun-16		Achieved	<p>(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.</p> <p>(Q2 2016/17) Tenders have been invited on a phased basis for the 7 separate contracts comprising Phase 3, with three tenders returned to date. The tenders will be reported to the Council Housebuilding Cabinet Committee for approval.</p> <p>(Q3 2016/17) Tenders for all but one site were agreed by the Council Housebuilding Cabinet Committee in December 2016. Contract documentation for the 6 sites are being progressed and Start-up meetings with the contractors arranged. Works are due to commence in February/March 2017.</p> <p>(Q4 2016/17) Phase 3 sites have commenced on site.</p>
<p>9) Secure planning Phase 4 of the Council Housebuilding Programme to provide up to 50 new affordable rented homes in Loughton</p>	Communities	31-May-16		Achieved	<p>(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.</p> <p>(Q2 2016/17) 10 planning applications have been approved; 2 applications were withdrawn following further discussion with planning officers; 2 applications were refused planning permission by the Area Plans Sub-Committee and 1 application (Vere Road, Loughton) was being held in abeyance pending the formulation of a Car Parking and Affordable Housing Plan, but is now being progressed following the adoption of a Plan.</p> <p>(Q3 2016/27) 11 sites within the proposed Phase 4 have now received planning permission; 4 sites have been refused planning permission. However, Phase 4 has not been progressed any further due to the Moratorium placed on the Council Housebuilding Programme by the Cabinet.</p>

					<p>(Q4 2016/17) Planning permissions secured for Phase 4 will provide 31 new affordable homes.</p>
<p>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</p>	<p>Communities</p>	<p>30-Jun-16</p>		<p>Behind Schedule</p>	<p>(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.</p> <p>(Q2 2016/17) The Director of Neighbourhoods intends to report on the Marketing Strategy to the November Cabinet meeting.</p> <p>(Q3 2016/17) The Director of Neighbourhoods intended to report on the Marketing Strategy to the February Cabinet meeting. However, Management Board has determined that this should be held in abeyance until the Stage 1 Further HRA Financial Options Review has been completed and decisions made on the future of the Council's Housebuilding Programme.</p> <p>(Q4 2016/17) Now that Cabinet has lifted the Moratorium on the Council Housebuilding Programme, the Director of Neighbourhoods intends to report to the Cabinet on the Marketing Strategy for the sale of the Pyrles Lane sit in June 2017, which will include a proposal for the purchase of the affordable rented homes from the developed that purchases the site.</p>

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	Under Control	<p>(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.</p> <p>(Q2 2016/17) On the assumption that consultation on the Draft Local Plan will commence on 31st October 2016, the Director of Communities is currently setting up an officer Project Team to formulate a draft Housing Strategy.</p> <p>(Q3 2016/17) The officer Project Team is in the process of drafting the new Housing Strategy. It is planned to present a Consultation Draft of the Housing Strategy to the Communities Select Committee in March 2017, prior to undertaking a consultation exercise on the Draft Strategy. Following consultation, the final version will be submitted to Cabinet for consideration and recommendation to Full Council in Summer 2017.</p> <p>(Q4 2016/17) The Project Team has almost completed the drafting of the document, which is not due to be considered by the Communities Select Committee in June 2017.</p>

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
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	Achieved	<p>(Q1 2016/17) The outcome of the bid for funding from Arts Council England is awaited.</p> <p>(Q2 2016/17) The bid was successful and £270,000 funding has been awarded jointly to EFDC, Chelmsford CC and Broxbourne BC. The funding will be used to appoint a Commercial Manager for 18 months (to develop new income streams across Epping Forest, Broxbourne and Chelmsford Museums) and a Fundraising Manager to establish a Development Trust for Epping Forest District and Lowewood Museums, and a separate Trust for Chelmsford Museum. The Trust will operate as Charities, based on companies limited by guarantee and will work in parallel to the Council's operation of the Museums, in order to raise funds and access funding pots which the Councils are unable to access.</p> <p>(Q3 2016/17) Recruitment to the new posts is being undertaken.</p> <p>(Q4 2016/17) All the ACE-funded posts are now filled. Good progress has been made with the formation of the Development Trust, including a training seminar for senior members and officers. It is anticipated that, following approval by the Portfolio Holder, recruitment of the Trustees will be undertaken in Summer 2017</p>

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	Achieved	(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. (Q2 2016/17) - As Q1. (Q3 2016/17) - As Q1. (Q4 2016/17) The success of the expansion was reviewed by the Communities Select Committee in March 2017, who concluded that it had been successful, and recommended to the Housing Portfolio Holder that the arrangement be made permanent

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	Achieved	(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.

				<p>(Q2 2016/17) The study has been completed. The findings will be reported to a Briefing Session for all members immediately before the Council meeting on 1st November 2016.</p> <p>(Q3 2016/17) - The Briefing Session for members was held on 1st November 2016.</p> <p>(Q4 2016/17) No further actions required</p>
2) Commence the implementation of the action plan formulated as a result of the multi-service study.	Communities	30-Sep-16	Achieved	<p>(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.</p> <p>(Q2 2016/17) Now that the Study has been completed, the resultant Action Plan is currently being formulated.</p> <p>(Q3 2016/17) - The Action Plan has been produced and is starting to be implemented. 6-Month Progress Reports on the Action Plan will be reported to the Communities Select Committee, with the first report in June 2017.</p> <p>(Q4 2016/17) As Q3</p>
3) Review the delivery of housing support at the Council's sheltered housing schemes in the District.	Communities	30-Jun-16	Behind Schedule	<p>(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.</p> <p>(Q2 2016/17) As Q1</p> <p>(Q3 2016/17) - This project continues to be held in abeyance, since the current focus of attention is on the preparations for the implementation of the decisions to be made by the Cabinet in February 2017 on the recommendations of the Communities Select Committee - which is to outsource the Careline Monitoring Service.</p> <p>(Q4 2016/17) As Q3</p>

<p>4) Review the Council's sheltered housing stock assets, with a view to rationalisation and modernisation through a strategic approach.</p>	<p>Communities</p>	<p>30-Jun-16</p>		<p>Behind Schedule</p>	<p>(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.</p> <p>(Q2 2016/17) As Q2 – but the report may be held over to the January 2017 meeting of the Select Committee, due to officer workload and the number of reports already due to be considered at the November meeting.</p> <p>(Q3 2016/17) This project is being held in abeyance until the future of the Council Housebuilding Programme has been determined through Stage 1 of the further HRA Financial Options Review.</p> <p>(Q4 2016/17) Now that Cabinet has made a decision to resume the Council Housebuilding Programme, this project can now be progressed</p>
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