

# ***Supplementary Committee Agenda***



**Epping Forest  
District Council**

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## ***Cabinet Monday, 19th July, 2010***

**Place:** Council Chamber  
Civic Offices, High Street, Epping

**Time:** 7.00 pm

**Democratic Services:** Gary Woodhall (The Office of the Chief Executive)  
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### **13. COUNCIL PLAN 2006-10 & KEY PRIORITY OBJECTIVES 2009/10 - OUTTURN (Pages 3 - 82)**

Please note that the two Appendices referred to in the report have been published herein as a separate supplementary agenda. Any Member wishing a copy to be provided for them should contact the listed Democratic Services Officer prior to the meeting.

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COUNCIL PLAN 2006 - 2010 – ACTION PLAN

PROGRESS REPORT – 31 MARCH 2010

REF	OBJECTIVE	ACTION (S)	LEAD MEMBER/LEAD OFFICER	REQUIRED OUTCOME(S)	PERFORMANCE TARGET/MEASURE
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GREEN AND UNIQUE

GU1	To ensure that new homes provided in the district as a result of regional growth are sustainable, by good planning and the provision of adequate infrastructure.	(a) To make representations to the Examination-in-Public of the East of England Plan, in relation to the appropriate level of future residential development in the district;	Planning and Economic Development Portfolio Holder/Director of Planning and Economic Development	The protection of the special character of the Epping Forest District by a reduction in the number of homes planned for the district, and the number of affordable homes allocated to key workers planned for the east of England region.	(a) A reduction in the number of homes proposed for the district in the final version of the East of England Regional Plan from 11,000;  (b) A reduction in the number of affordable homes allocated to key worker homes planned for the region in the final version of the East of England Regional Plan from 760 to 500 per annum.
		<b>Progress Report (31.3.07)</b>  The Council has continued to make representations on the East of England Plan and the number of homes proposed for the district is now around 7,000. The East of England Plan has completed the Proposed Changes stage and the final plan should be issued during summer 2007.  When members considered the original draft East of England Plan, they agreed to include in the Council's response concerns about the perceived high level of need for accommodation specifically for key workers, compared to an apparent lack of demand on the ground. The Head of Housing Services attended the Examination in Public (EiP) of the East of England Plan on behalf of the Council for the session on affordable housing, and this was one of the areas covered. Having heard the concerns and information provided at the Examination in Public, the EiP Panel did not include a target in its report to the Secretary of State, nor has the Secretary of State made any reference in her proposed changes to the draft Plan.			
		<b>Progress Report (31.3.08)</b>  There has been delay in the Secretary of State finalising the East of England Plan. Certain further work was undertaken at the Secretary of State's instigation, and a further period of public consultation followed in late 2007.			
		<b>Progress Report (31.3.09)</b>  The East of England Plan was published in May 2008, at a time when housing markets and the availability of finance (both for developers and those seeking mortgages) began to become problematic. The Plan has been subject to both a review to 2031 and legal challenges, the full results of which are awaited. This and other pressures have limited planning for the future, and the adequacy of infrastructure of all forms remains an issue.			

		<p><b>Progress Report (31.3.10)</b></p> <p>The recession has served to delay larger scale private housing schemes. Legal challenges to the East of England Plan have not assisted progress on some aspects of the growth of Harlow and the prospect of changes to regional planning arrangements following the general election is also having an impact. The Council has had to work on Gypsy and Traveller issues at the expense of quicker progress on its Local Development Framework.</p> <p>(b) To approach neighbouring local authorities with a view to jointly planning the delivery of additional homes in the region, following the final East of England Plan has been published.</p> <p><b>Progress Report (31.3.07)</b></p> <p>The proposed changes to the East of England Plan indicate that a specific list of bodies will have to work together to create joint Local Development Documents for the growth of Harlow. A delivery vehicle has been established within Harlow called 'Harlow Renaissance, and a number of the specific bodies already meet at Member/Chief Executive level.</p> <p><b>Progress Report (31.3.08)</b></p> <p>Officers from three neighbouring local authorities have worked together, so as to seek the alignment of their respective Local Development Framework timetables.</p> <p><b>Progress Report (31.3.09)</b></p> <p>Officers from the three neighbouring local authorities have continued to work together at a technical level to achieve this objective, albeit against the background to the East of England Plan as described in relation to current progress against action GU1(a) above.</p> <p><b>Progress Report (31.3.10)</b></p> <p>Officers and Members of the three neighbouring local authorities have worked together, albeit at more of a technical level. Consultants have considered growth around Harlow as required by Objective HA1, and have recently issued their report.</p>	<p>Planning and Economic Development Portfolio Holder/Director of Planning and Economic Development</p>	<p>The establishment of a joint delivery vehicle for the joint planning of new homes in the Epping Forest District and neighbouring areas.</p>	<p>The establishment of an appropriate Joint Delivery Vehicle by April 2008.</p>	
GU2	To increase levels of recycling and to reduce waste growth.	<p><b>Progress Report (31.3.07)</b></p> <p>All stages of the wheeled bins programme have been implemented across the district. Recycling performance averaged across the district is approximately 37% and, if performance is maintained, the 40% target set for 2008/09 should be achievable. The total household waste stream has remained almost static which, whilst not meeting the target, is good compared to a national year on year increase of 3%.</p>	<p>Environmental Protection Portfolio Holder/ Director of Environment and Street Scene</p>	<p>The attainment of statutory and local recycling and waste reduction targets.</p>	<p>The achievement of a recycling target of 40% by 2008/09.</p>	

	<p><b>Progress Report (31.3.08)</b></p> <p>Recycling is currently around 42%, in excess of the 2008/09 target. The new contract is becoming established but the Partnership Board has yet to hold its first meeting and set up the Innovation Forum to progress service developments. To see further increases in recycling will require maintaining education and information to the community and the extension of recycling in flats, and work on this is well underway. Early work is also underway on the removal of food waste from the waste stream with the intention of this being implemented in the new municipal year, subject to public consultation etc.</p>	
	<p><b>Progress Report (31.3.09)</b></p> <p>The final quarter recycling performance for 2008/09 is 43.44%, a slight improvement upon 2007/08 (41.67%) and remaining ahead of the Local Area Agreement (LAA) target of 40%. The improvement, whilst slight, is creditable, given that no major changes to collection services were made during the 2008/09 period. Recycling facilities using clear sacks have been made available to all residents, including those in flats, thereby achieving 100% against that indicator. Work continues on the introduction of formalised container based arrangements in flats and communal buildings. The total of household waste collected reduced by 1.6% and the amount to landfill reduced by 4.6%. The Cabinet agreed in January 2009 to introduce a second wheeled bin and a new co-mingled collection of food and garden waste, and these arrangements are scheduled to commence in September 2009.</p>	
	<p><b>Progress Report (31.3.10)</b></p> <p><b>ACTION COMPLETED</b> The revised waste and recycling service was successfully implemented in September 2010, with the introduction of a weekly co-mingled collection of food and garden waste in a 180 litre wheeled bin alongside weekly collections of all other dry recyclables and residual waste. The new system has dramatically increased recycling rates and reduced the amount of waste collected overall. Monthly recycling rates have been in the region of 55%, leading to significant reductions in the amount of waste going to landfill. This has led to increases in recycling credit received from Essex County Council. Good progress is also being made in providing comprehensive recycling facilities in flats and similar communal buildings. A greater emphasis will now have to be given to maintaining the provision of educative and informational literature/advertising etc to ensure that the improvements in performance are maintained going forwards. The Cabinet has agreed to introduce waste collection and recycling from schools, village halls and churches, which may further enhance recycling performance.</p>	
GU3	<p>To increase the profile of the Council's Museum Service and improve access to the collections of the Epping Forest Museum and understanding of the social history of the district.</p>	<p>Leisure and Young People Portfolio Holder/Deputy Chief Executive</p>
	<p>(a) To undertake improvements to the entrance area and re-display the lower galleries at the Epping Forest Museum;</p>	<p>The provision of improved access to the Epping Forest Museum for people with disabilities, the generation of increased numbers of visitors to the museum, and greater public awareness of the Museum Service and the history of the district.</p>
	<p><b>Progress Report (31.3.07)</b></p> <p>Capital Funding was secured in 2006/07 to undertake refurbishment, access and re-display work to ground floor level of museum, and works to the entrance area and the refurbishment of the Museum Shop were completed. Work is currently underway on the lower archaeology gallery due for completion in June 2007. Access improvements include new low-level display cases for wheelchair users and the re-titling of display/interpretation boards and up-graded lighting to assist people with impaired vision. It is also planned to install a touch-screen display containing a photographic record of social history images and objects. Press and marketing initiatives in relation to the refurbishments should lead to increased museum attendance in 2007/08. Attendances in 2006/07 were adversely affected by some periods of closure to facilitate the improvement works.</p>	

	<p><b>Progress Report (31.3.08)</b></p> <p>The former BVPI guidance was amended to no longer allow the Museum to include usage from exhibitions at other venues or at external events, which the Museum service attended. This has meant that large numbers of service users cannot be included within the figures captured for the quarterly attendance returns.</p>				
	<p><b>Progress Report (31.3.09)</b></p> <p>The redisplay of the lower galleries and improvements to the Epping Forest Museum entrance are now complete. The specialist display cases allow the permanent exhibiting of the remains of the Waltham Abbey Abbott, to include a striking reconstruction of his facial features in the form of a bronze bust.</p>				
	<p><b>Progress Report (31.3.10)</b></p> <p><b>ACTION COMPLETED</b> The Museum has undertaken improvements to the temporary exhibition galleries from within existing budgets and, following emergency building works, is in the process of improving the displays in the social history gallery to showcase more material. The Museum is working with a wide range of partners to increase the tourism profile of the district and seeking ways to maximize the potential benefit from the development of the nearby Olympic 2012 white water canoe centre. New Museum signage and marketing material has been produced. Plans are proceeding to relocate the Museum stores to Brooker Road, Waltham Abbey, which will facilitate greater public access to the collections. External funding is being explored to support this.</p>				
	<table border="1"> <tr> <td data-bbox="655 179 855 1234"> <p>(a) To undertake a community outreach programme at schools, libraries and public buildings to increase the profile of the Council's Museum Service.</p> </td> <td data-bbox="655 1234 855 1406"> <p>Leisure and Young People Portfolio Holder/Deputy Chief Executive</p> </td> <td data-bbox="655 1406 855 1630"> <p>The provision of improved access to the Epping Forest Museum for people with disabilities, the generation of increased numbers of visitors to the museum, and greater public awareness of the Museum Service and the history of the district.</p> </td> <td data-bbox="655 1630 855 2060"> <p>(b) Improved performance of 5% per annum to be achieved on BVPI's in relation to numbers of visitors to the Epping Forest Museum.</p> </td> </tr> </table>	<p>(a) To undertake a community outreach programme at schools, libraries and public buildings to increase the profile of the Council's Museum Service.</p>	<p>Leisure and Young People Portfolio Holder/Deputy Chief Executive</p>	<p>The provision of improved access to the Epping Forest Museum for people with disabilities, the generation of increased numbers of visitors to the museum, and greater public awareness of the Museum Service and the history of the district.</p>	<p>(b) Improved performance of 5% per annum to be achieved on BVPI's in relation to numbers of visitors to the Epping Forest Museum.</p>
<p>(a) To undertake a community outreach programme at schools, libraries and public buildings to increase the profile of the Council's Museum Service.</p>	<p>Leisure and Young People Portfolio Holder/Deputy Chief Executive</p>	<p>The provision of improved access to the Epping Forest Museum for people with disabilities, the generation of increased numbers of visitors to the museum, and greater public awareness of the Museum Service and the history of the district.</p>	<p>(b) Improved performance of 5% per annum to be achieved on BVPI's in relation to numbers of visitors to the Epping Forest Museum.</p>		
	<p><b>Progress Report (31.3.07)</b></p> <p>Pre-planning work has started on Community Outreach Programme to include sourcing of new peripatetic display cases to be located in schools, public buildings and libraries. This will increase access to the museum collection. The full Community Outreach Programme will be rolled-out in Autumn 2007.</p>				
	<p><b>Progress Report (31.3.08)</b></p> <p>Consultation with users indicated that a web-based local history resource would be more beneficial than case based displays and user figures could be utilised for performance indicator returns, and this approach was agreed. The Museum education service is launching a local history website for schools in September 2008, and the temporary exhibition programme and provision of touring exhibitions to other venues in the district, have been well received and generated publicity for the service.</p>				
	<p><b>Progress Report (31.3.09)</b></p> <p>The Museum Education Service successfully launched the Local History Website during 2008/09. Education and outreach projects, school visits and special events for young people at the Museum, continue to remain very popular.</p>				

	<p><b>Progress Report (31.3.10)</b></p> <p><b>ACTION COMPLETED</b> Resources are being added to the schools website, which has been marketed and usage is increasing. Overall usage of the service is increasing year by year, and a 35% increase has been seen in the number of school workshops.</p>			
GU4	<p>To develop the Local Development Framework for the district.</p>	<p>To commence the development of the Local Development Framework once amendments to the current Local Plan for the district has been completed and the final version of the East of England Regional Plan has been published.</p>	<p>Planning and Economic Development Portfolio Holder/Director of Planning and Economic Development</p>	<p>The adoption of a development framework for the district against which future planning proposals can be assessed.</p> <p>The adoption of the Local Development Framework by 30 September 2010 (targets for the completion of numerous intermediate stages of the development of the framework have previously been approved by the Office of the Deputy Prime Minister).</p>
	<p><b>Progress Report (31.3.07)</b></p> <p>The final version of the East of England Plan has been delayed, and publication is now due during Summer 2007. Amendments to the Local Development Scheme to reflect the publication of the East of England Plan await approval from Department for Communities and Local Government.</p>			
	<p><b>Progress Report (31.3.08)</b></p> <p>No further update required to the 31 March 2007 progress report.</p>			
	<p><b>Progress Report (31.3.09)</b></p> <p>The development of the Local Development Framework has been delayed for several reasons, including the delayed adoption of the East of England Plan and the legal challenges thereto, and the direction placed on the Council in relation to the production of a Development Plan Document concerning gypsies and travellers, which has necessarily had to take priority.</p>			
	<p><b>Progress Report (31.3.10)</b></p> <p>A number of significant pieces of work have been undertaken or commissioned as part of the compilation of the evidence base for the Local Development Framework (LDF), and some of those have been considered by the LDF Cabinet Committee. See also Objective GU1.</p>			

**HOMES AND NEIGHBOURHOODS**

HN1	<p>To increase the amount of affordable housing in the district to meet identified need, and to consider and investigate different options for increased delivery.</p>	<p>(a) To revise the Local Plan for the district to require that 40% of all homes built on developments over fifteen properties are affordable to people on low incomes;</p>	<p>Planning and Economic Development Portfolio Holder/Director of Planning and Economic Development</p>	<p>An increase in the amount of affordable housing provided through Section 106 Agreements by at least 33%.</p>	<p>The approval of at least twenty more affordable homes per annum through planning permissions, than if the alterations to the Local Plan had not been made.</p>
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	<p><b>Progress Report (31.3.07)</b></p> <p>Action achieved. The Local Plan for the district now requires that 40% of all homes built on developments of over fifteen properties are affordable to people on low incomes.</p>			
	<p><b>Progress Report (31.3.08)</b></p> <p>No further update required to the 31 March 2007 progress report. In 2007/08, the two Section 106 Agreements entered into required that 111 of the 156 (71%) properties granted permission should be provided as affordable housing.</p>			
	<p><b>Progress Report (31.3.09)</b></p> <p>No further update required to the 31 March 2008 progress report. The current downturn in the general economy and housing market has meant that relatively few new large housing schemes are being promoted, and that developers are wary of entering into commitments where terms cannot be met.</p>			
	<p><b>Progress Report (31.3.10)</b></p> <p>All developments granted planning permission for residential development during the year required at least 40% affordable housing. One development granted planning permission in the Green Belt required at least 80% of the homes to be provided as affordable housing (Jennings Nursery, Manor Road, Chigwell), and another large development (White Lodge/The Limes, Sewardstone Road, Waltham Abbey), commenced on site, which will also provide 80% affordable housing.</p>			
	<p>(b) To work with housing associations to provide more local affordable housing;</p>	<p>Housing Portfolio Holder/ Director of Housing</p>	<p>The development of a good relationship between the Council, its housing association partners, and the Epping Forest Strategic Housing Partnership, resulting in the provision of additional affordable housing.</p>	<p>The completion of at least one hundred new affordable homes per annum.</p>
	<p><b>Progress Report (31.3.07)</b></p> <p>Due to the current dearth of land available for private development within the district, the amount of new affordable housing provided has been low. The target of at least 100 homes per annum (on average) was met between 2004/05 and 2005/06, when 199 new affordable homes were completed, but only 25 new affordable homes were completed on two developments in 2006/07, and only 13 are expected to be completed on two developments in 2007/08. However, there are a potential 444 affordable properties in the development pipeline, most of which are hoped to come to fruition over the coming years.</p> <p>Negotiations with developers on Section 106 sites have been robust, resulting in the Council's target of 30% affordable housing prior to July 2006 and 40% since then being secured, with a small number of exceptions where these have been justified and accepted by members. The Strategic Housing Partnership (comprising the Council and its five preferred Registered Social Landlord partners) continues to strengthen and increase partnership working, and has contributed towards so many potential schemes being developed in the pipeline.</p>			



<p><b>Progress Report (31.3.08)</b></p> <p>Only 19 new affordable homes were completed in 2007/08. However, a large development is now on site at Epping Forest College, which is due to provide 89 affordable homes. Other large sites with outline planning permissions include White Lodge, Waltham Abbey (96 affordable homes) and St John's School, Epping (around 40 affordable homes). In total, taking into account all developments with planning permissions and those that are on site, there are around 450 affordable homes in the pipeline.</p>	<p><b>Progress Report (31.3.09)</b></p> <p>Despite the current economic climate hitting the housing development market quite hard, 34 new affordable homes were completed in 2008/09 at a cost of £778,000, of which the Council has funded £690,000 and the Homes and Communities Agency has funded £88,000. The Strategic Housing Partnership, consisting of five preferred Registered Social Landlord partners, continues to work with the Council to identify and progress schemes, which has maintained a pipeline of developments amounting to 517 properties.</p>	<p><b>Progress Report (31.3.10)</b></p> <p>Sixty-three new affordable homes were completed during the year. The Council continues to work closely with its five Preferred RSL Partners to develop new affordable housing. There are currently eight developments on site, and a further four sites with detailed planning permission which, together, are expected to provide a further 366 homes within the next three years (an average of 122 per annum). In addition, it is known that developers are currently considering the potential development of a further five sites within the district which, if all receive planning permission for the number of homes currently planned (which is unlikely), would provide a further 180 new affordable homes.</p>	<p>Housing Portfolio Holder/Chairman of Housing Scrutiny Panel/Director of Housing</p>	<p>The consideration and future adoption of new initiatives to increase the amount of affordable housing.</p>	<p>An increase in the amount of affordable housing available in the district.</p>
<p>(c) To consider in detail the following options for increasing the delivery of affordable housing, initially through the Housing Scrutiny Panel:</p>	<p>(i) allowing the development of residential accommodation in the Green Belt, providing significant levels of affordable housing, as a very special reason for departing from normal Green Belt policy;</p>	<p>(ii) the development of affordable housing on large urban open spaces within estates;</p>	<p>(iii) setting an absolute minimum amount of 20% affordable housing that will be acceptable on large development sites, irrespective of other planning gains;</p>	<p>(iv) the provision of more Social Housing Grant to Registered Social Landlords;</p>	<p>(v) a review of the Council's landholdings to assess the scope for developing additional affordable housing.</p>

			<p>(vi) the use of grant funding from the Housing Corporation's London Region to be used to fund the development of affordable housing schemes in the district, with nomination agreements being shared between the Council and London boroughs;</p> <p>(vii) greater commitment by the Council to comply with the agreed Joint Commissioning Scheme, to increase the likelihood of Housing Corporation bids being funded; and</p> <p>(viii) the seeking of 'hot spot' status from the Office of the Deputy Prime Minister, to reduce right to buy discounts and deter right to buy sales, thereby slowing down the reduction in Council housing stock.</p> <p><b>Progress Report (31.3.07)</b></p>	
			<p>At its meeting on 3 March 2006, the Housing Scrutiny Panel considered the potential ways of increasing affordable housing set out in this action. However, although the Scrutiny Panel did not support suggestions/proposals relating to (c)(i) – (c)(iii) or (c)(v) – (c)(vi), it did recommend to the Cabinet that an additional £1m local authority social housing grant (LA SHG) should be provided and that annual consideration should be given to the amount of LA SHG that should be made in future years (following which the Cabinet agreed to make additional provision of £0.5m and undertake an annual review of LA SHG). The Cabinet also agreed a recommendation from the Housing Scrutiny Panel that the land associated with any General Fund assets that becomes surplus to requirements in the future may be provided to an RSL free of charge to provide affordable housing. However, the Cabinet did not agree the Scrutiny Panel's recommendation that the Council should seek Right to Buy (RTB) 'Hot Spot Status' for the district from the Government which, if obtained, would reduce the maximum discount available to tenants under the RTB from £34,000 to £16,000.</p> <p><b>Progress Report (31.3.08)</b></p>	
			<p>No further update required to the 31 March 2007 progress report.</p>	
			<p><b>Progress Report (31.3.09)</b></p> <p>Through the Planning and Economic Development Directorate, an exercise commenced in 2008/09 that called for sites to be put forward for future development of housing across the district. Each of the sites proposed is currently being assessed, with the results informing the future land availability. The Housing Portfolio Holder recommended a number of sites for inclusion in the assessment.</p>	

	<p><b>Progress Report (31.3.10)</b></p> <p>During the year, the Housing Scrutiny Panel set up an Affordable Housing Sub-Group of members to investigate ways of increasing the amount of affordable housing within the District. The Sub-Group's report was considered by the Cabinet, which agreed all of its recommendations as follows:</p> <ul style="list-style-type: none"> <li>• Budget provision of £350,000, to invest in an Open Market Shared Ownership Scheme in 2010/11, enabling first time buyers to purchase an existing open market property on a shared ownership lease with a housing association;</li> <li>• Continuation of the Home Ownership Grant Scheme into 2010/11, to fund a further six Home Ownership Grants of £28,000 each;</li> <li>• Once desk-top exercises have been completed to assess the development potential of difficult-to-let garage sites with vacancies in excess of 20% (and no waiting list), more detailed development appraisals be undertaken to assess their development potential for affordable housing further;</li> <li>• Provision of grants totalling £375,000 to one of the Council's Preferred RSL Partners 11 to fund the purchase of 5/7 houses off the open market to let at affordable rents; and</li> <li>• The re-commencement of a programme of new social house-building, subject to the financial difficulties that such a programme would currently have on the Council's General Fund being overcome by a change in accounting regulations by the Government.</li> </ul>			
<p>HN2</p> <p>To prevent homelessness and respond to homelessness applications efficiently, effectively and fairly, to help homeless people secure appropriate accommodation and minimise the use of bed and breakfast accommodation.</p>	<p>(a) To increase the amount of affordable housing in the district to meet identified need;</p> <p><b>Progress Report (31.3.07)</b></p> <p>See progress report in relation to HN1(b) above.</p> <p><b>Progress Report (31.3.08)</b></p> <p>See progress report in relation to HN1(b) above.</p> <p><b>Progress Report (31.3.09)</b></p> <p>See progress report in relation to HN1(b) above.</p> <p><b>Progress Report (31.3.10)</b></p> <p>See progress report in relation to HN1(b) above.</p>	<p>Housing Portfolio Holder/Director of Housing</p>	<p>See objective HN1</p>	<p>See objective HN1</p>
	<p>(b) To provide additional temporary accommodation by the extension of the Fresh START Scheme from ten to twenty privately rented properties leased by a housing association, and the development of Leader Lodge at North Weald for the provision of eight to ten self contained flats as temporary accommodation;</p>	<p>Housing Portfolio Holder/Director of Housing</p>	<p>The provision of eighteen to twenty additional units of temporary accommodation.</p>	<p>The provision of an additional ten units of accommodation by 30 April 2006 and a further 8 to 10 units by 30 April 2008.</p>

	<p><b>Progress Report (31.3.07)</b></p> <p>East Thames Housing Group has only been able to source 4 of the 10 private rented properties sought under the Fresh START Scheme, that meet the Council's needs and which private landlords are prepared to offer to the scheme. However, following a recent meeting, East Thames has agreed to re-energise their efforts, increasing advertising if necessary.</p> <p>In June 2006, despite an officer recommendation for approval, the Area Plans Sub-Committee refused an outline planning application to demolish Leader Lodge and redevelop the site to provide 10 new self-contained flats. This was because the Sub-Committee felt that 'the proposals would result in a form of development out of character in this area of predominantly single-family dwellings and detrimental to the street scene' and 'would result in an intensification of use out of character with the surrounding properties and likely to result in activity causing disturbance to the occupiers of adjacent properties'. The Housing Portfolio Holder intends to report to the Cabinet in June 2007 on an alternative proposal for the future of Leader Lodge and its associated land.</p>
	<p><b>Progress Report (31.3.08)</b></p> <p>Although East Thames Housing Group has increased the number of properties added to the Fresh START scheme, other leases have come to an end. East Thames has also experienced problems with being unable to source private properties to let at within housing benefit levels.</p> <p>In June 2007, the Cabinet agreed to pursue a development scheme at Leader Lodge, by retaining and converting the existing building and the provision of an annexe. It was agreed that this should be through a tender with the Council's Preferred RSL Partners. This has now taken place and London and Quadrant Housing Society has been selected, following the withdrawal of the highest tenderer.</p>
	<p><b>Progress Report (31.3.09)</b></p> <p>East Thames Housing Group has acquired 13 properties in the private sector under the Fresh START Scheme. However, they are unable to take on any more at the present time and the current number of properties are meeting the Council's requirements. London and Quadrant Housing Society, the second highest tenderer for the Leader Lodge Scheme has now withdrawn, and the Council will therefore be undertaking a further tendering exercise.</p>
	<p><b>Progress Report (31.3.10)</b></p> <p>No further progress in respect of the Fresh START Scheme. With regard to Leader Lodge at North weald, following a second tendering exercise, Moat Housing was selected to purchase Leader Lodge to enable the existing building to be converted into four flats and to provide an annex of two additional flats, which would all be sold on a shared ownership basis to first time buyers. However, Moat subsequently withdrew its tender, due to the introduction of new regulations by the Government that affect shared ownership developments in rural areas (which North Weald is classified within the regulations). These restrict to 80% the amount of equity that shared-owners can purchase, and require Registered Social Landlords' to repurchase the properties when the occupier wishes to sell, neither scenarios of which Moat had taken into account within its tender. Since the remaining tenders are not considered to be cost effective, the Director of Housing will be advising the Housing Portfolio Holder on the available options for the future of Leader Lodge.</p>

		<p>(c) To further develop the Council's homelessness prevention service by the appointment of an additional part-time homelessness prevention officer, specialising in young people's homelessness and to work with partner agencies to tackle homelessness.</p>	<p>Housing Portfolio Holder/Director of Housing</p>	<p>The provision of improved homelessness services, particularly for young people.</p>	<p>The prevention of at least an additional forty incidences of homelessness per annum.</p>
<p><b>Progress Report (31.3.07)</b> Following the receipt of increased funding from the Department for Communities and Local Government (due to the progress made by the Council in the past in preventing homelessness) the capacity of the Homelessness Prevention Service has increased to 4.5 FTE homelessness prevention officers, including the introduction of a Team Leader post. The Service's success continues to increase and 516 cases of homelessness were successfully prevented in 2006/07.</p>					
<p><b>Progress Report (31.3.08)</b> The Homelessness Prevention Team has remained with the same establishment. In 2007/08, 558 homelessness cases were prevented, leading to reduced homelessness applications and less reliance on bed and breakfast accommodation for single people.</p>					
<p><b>Progress Report (31.3.09)</b> The Homelessness Prevention Team has remained with the same establishment in 2008/09 with 460 cases being prevented. The reason for the reduction compared with previous years is that the Government changed the criteria in terms of what constitutes prevention. The Cabinet approved additional funding for the Rental Loan Scheme during the year, and a report will be submitted to the Cabinet in July 2009 to consider how additional Repossession Prevention Funding is spent on further homeless prevention measures.</p>					
<p><b>Progress Report (31.3.10)</b> <b>ACTION COMPLETED</b> The Homelessness Prevention Team continues to undertake a valuable role in preventing homelessness, and minimising the number of households to whom the Council would otherwise have a duty to secure accommodation. However, there are uncertainties over the future funding of the Team by the Government, which may result in the Council having to increase its funding from the General Fund.</p>					
<p>HN3</p>	<p>To help people with special housing needs to live in homes suitable for their needs, with appropriate levels of support.</p>	<p>To work with the other main agencies involved with supported housing and, after consultation with service providers and service users, produce an annual Local Supporting People Strategy.</p>	<p>Housing Portfolio Holder/Director of Housing</p>	<p>The production of an annual Local Supporting People Strategy setting out how the agencies involved with supported housing will help meet peoples special needs.</p>	<p>The production of an updated Local Supporting People Strategy by 1 April each year.</p>

	<p><b>Progress Report (31.3.07)</b></p> <p>In partnership with other support agencies in the district, the Council has uniquely produced a Local Supporting People Strategy following consultation exercises, annually since the introduction of the supporting people regime. However, the Supporting People Commissioning Body has decided that local strategies should now be produced on a sub-regional basis. Discussions are therefore taking place with the four other Essex local authorities in the London Commuter Belt Sub-Region about the formation of a sub-regional group and the production of a sub regional supporting people strategy and action plan.</p>		
	<p><b>Progress Report (31.3.08)</b></p> <p>Little progress has been made by the Essex Supporting People Team in developing sub-regional supporting people strategies. However, Essex County Council's Head of Supporting People has established a sub-regional group for the London commuter belt.</p>		
	<p><b>Progress Report (31.3.09)</b></p> <p>While the London Commuter Belt Sub-Regional Group has met on a few occasions during the year, it has been agreed that it is not entirely successful in its existing form. Suitable alternative ways of meeting the group's aims are being discussed with the Essex Supporting People Team and these will include the production of a sub-regional Supporting people Strategy.</p>		
	<p><b>Progress Report (31.3.10)</b></p> <p><b>ACTION COMPLETED</b> It has been agreed that the London Commuter Belt Sub-Regional Supporting People Group should not continue, and there is no longer a need to produce a Local Supporting People Strategy.</p>		
HN4	<p>To ensure that privately owned homes are fit for people to live in, with empty homes kept to a minimum and to provide help to those who need it most.</p>	<p>(a) To target assistance at home owners in need;</p>	<p>Housing Portfolio Holder/Director of Housing</p>
		<p>The provision of improved, more secure homes in the private sector.</p>	<p>(a) The provision of at least four home renovation grants and sixty Home Repairs Assistance Grants per annum, at a cost of no more than £200,000 per annum until the revised Private Sector Housing Assistance Policy is adopted;</p> <p>(b) 70% of vulnerable private sector households to be living in homes meeting the decent homes standard by 2010/11.</p>
	<p><b>Progress Report (31.3.07)</b></p> <p>The Council has adopted its revised Private Sector Housing Strategy and approach for the provision of financial assistance. In 2006/07 the Council provided 2 Renovation Grants and 52 Home Repairs Assistance grants, and has also received additional funding from Go-East to assist it in meeting the 2010/11 target for decent homes.</p>		

<p><b>Progress Report (31.3.08)</b></p> <p>The Private Sector Housing Assistance Policy which forms part of the Private Sector Housing Strategy introduced a new range of grants to replace Renovation Grants and Home Repairs Assistance. The Policy was adopted later than had been intended and for this reason it has not been possible yet to evidence the successes that had been hoped for. However, work has been carried out at 26 properties under the old grants regime in the year, as well as work being completed to improve the 'Decency' of approximately 30 properties under the new Housing Assistance Policy.</p>	<p><b>Progress Report (31.3.09)</b></p> <p>There was a significant increase in demand for housing assistance during the year, which resulted in 88 homes occupied by vulnerable people being made decent at a cost of approximately £332,260. In addition, repairs were carried out at 9 homes occupied by vulnerable families at a cost of approximately £12,000 and improvements made to the thermal comfort of the homes of 3 vulnerable families (in addition to the thermal comfort improvements carried out in order to make homes decent), at a cost of approximately £5,000.</p>	<p><b>Progress Report (31.3.10)</b></p> <p>The demand for housing assistance in 2009/10 for vulnerable households remained significant, with over £310,000 being spent on Private Sector Grants. 100 homes were made decent through a variety of grants that provide financial assistance to improve thermal comfort and to repair dwellings. Furthermore, expenditure on mandatory Disabled Facilities Grants totalled £355,000. The Private Sector Housing Assistance Programme continues to promote independent living and assist the most vulnerable households within the district.</p>	<table border="1"> <tr> <td data-bbox="670 176 794 555"> <p>(a) The production of an Empty Homes Strategy by 1 September 2006;</p> </td> <td data-bbox="670 555 922 934"> <p>The development of an Empty Homes Strategy setting out the way that the Council will try to minimise the number of empty properties and will deal with long term empty properties causing a nuisance.</p> </td> </tr> <tr> <td data-bbox="670 934 922 1294"> <p>(b) The bringing of at least ten empty properties brought back into use per annum as a result of initiatives within the Empty Property Strategy.</p> </td> <td></td> </tr> </table>	<p>(a) The production of an Empty Homes Strategy by 1 September 2006;</p>	<p>The development of an Empty Homes Strategy setting out the way that the Council will try to minimise the number of empty properties and will deal with long term empty properties causing a nuisance.</p>	<p>(b) The bringing of at least ten empty properties brought back into use per annum as a result of initiatives within the Empty Property Strategy.</p>		<p><b>Progress Report (31.3.07)</b></p> <p>The Empty Homes Strategy has been produced and adopted by the Cabinet/Council. The Strategy was adopted late in the Council year and therefore the target was not met. However, steps are in place to take the strategy forward, including the use of compulsory purchase powers where considered appropriate. In reality, given the nature of the district and the resources available, a more reasonable annual target would be 5 homes rather than the existing 10.</p>	<p><b>Progress Report (31.3.08)</b></p> <p>All financial incentives set out in the Empty Homes Strategy are in place. Take up is slow, but it is anticipated that this will improve with time and continued advertising. Two properties have been brought back into use as a result of the Strategy and Empty Property Officer involvement. It is difficult to quantify the direct impact of Council Tax discount removal at this stage.</p>
<p>(a) The production of an Empty Homes Strategy by 1 September 2006;</p>	<p>The development of an Empty Homes Strategy setting out the way that the Council will try to minimise the number of empty properties and will deal with long term empty properties causing a nuisance.</p>								
<p>(b) The bringing of at least ten empty properties brought back into use per annum as a result of initiatives within the Empty Property Strategy.</p>									

<p><b>Progress Report (31.3.09)</b></p> <p>Progress continues to be slow. Again 2 properties were brought back into use as a result of the Strategy and the work of the Private Sector Housing Team. The Team has not been fully staffed during the year and, as a result, has had to concentrate resources on statutory functions. Plans are in place to proactively engage with all owners of vacant properties in the district as soon as a member of staff is appointed to a vacant post within the Team in 2009/2010.</p>				
<p><b>Progress Report (31.3.10)</b></p> <p><b>ACTION COMPLETED</b> Two empty properties in the private sector were brought back into use due to the work of the Private Sector Housing Team. It was not possible to bring any further properties back into use, due to insufficient staffing resources. However, in recognition of this, the Cabinet has agreed to the appointment of an additional temporary, part-time, post in the Private Sector Housing Team, whose duties will include implementing the Council's Empty Property Strategy.</p>				
<p>(c) To analyse the results of the latest Private Sector Stock Condition Survey;</p>	<table border="1"> <tr> <td data-bbox="639 176 762 725">Housing Portfolio Holder/Director of Housing</td> <td data-bbox="639 725 762 1234">To achieve a better understanding of the condition and energy efficiency of the private sector housing stock and the number of empty properties in the district.</td> <td data-bbox="639 1234 762 1859">The completion of the analysis the results of the Private Sector Stock Condition Survey by 31 March 2006.</td> </tr> </table>	Housing Portfolio Holder/Director of Housing	To achieve a better understanding of the condition and energy efficiency of the private sector housing stock and the number of empty properties in the district.	The completion of the analysis the results of the Private Sector Stock Condition Survey by 31 March 2006.
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<p><b>Progress Report (31.3.07)</b></p> <p>The data provided by the Stock Condition Survey was used as the basis behind the new Private Sector Housing Strategy and the Private Sector Housing Assistance Policy, both of which have now been adopted.</p>				
<p><b>Progress Report (31.3.08)</b></p> <p>'Decent Homes' inspections together with inspections being carried out under Housing Act 2004, are providing a valuable source of data which with the findings of the Stock Condition Survey will assist in monitoring the success of the Private Sector Housing Strategy and Housing Assistance Policy.</p>				
<p><b>Progress Report (31.3.09)</b></p> <p>'Decent Homes' inspections together with inspections being carried out under Housing Act 2004 continue to provide a valuable source of data which, with the findings of the Stock Condition Survey, will assist in monitoring the success of the Private Sector Housing Strategy and Housing Assistance Policy. A further private sector stock condition survey is planned for 2010/11.</p>				
<p><b>Progress Report (31.3.10)</b></p> <p><b>ACTION COMPLETED</b> The Cabinet has agreed to fund the undertaking of a new Private Sector Stock Condition Survey in 2010/11, which will provide more up to date information on the condition of the private sector housing stock.</p>				
<p>(d) To produce an updated Private Sector Housing Assistance Policy, based on the results of the Private Sector Stock Condition Survey.</p>	<table border="1"> <tr> <td data-bbox="1254 176 1324 936">Housing Portfolio Holder/Director of Housing</td> <td data-bbox="1254 936 1324 1234">The development of a clear policy on the criteria to be adopted by the Council for the provision of various forms of assistance to owners and occupiers of private sector properties.</td> <td data-bbox="1254 1234 1324 1859">The production of the Private Sector Housing Assistance Policy by September 2006.</td> </tr> </table>	Housing Portfolio Holder/Director of Housing	The development of a clear policy on the criteria to be adopted by the Council for the provision of various forms of assistance to owners and occupiers of private sector properties.	The production of the Private Sector Housing Assistance Policy by September 2006.
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	<p><b>Progress Report (31.3.07)</b></p> <p>The Private Sector Housing Assistance Policy was adopted by the Council in March 2007.</p>				
	<p><b>Progress Report (31.3.08)</b></p> <p>It is the Council's stated strategic aim that the Housing Assistance Policy 2007 be seen as an initial step towards providing assistance by way of equity release and/or loans rather than grants, and work was to have begun on developing such a Policy during 2007/08. However, as local authorities within the East of England Regional Assembly (EERA) have now also begun looking at the potential for a regional loan/equity release scheme, it now seems prudent to be party to this work rather than developing a scheme of our own, particularly given the current financial climate in which there is likely to be a poor uptake of equity release/loans based assistance in the immediate future.</p>				
	<p><b>Progress Report (31.3.09)</b></p> <p>The London Commuter Belt Sub-Regional Private Sector Housing Group made a decision to divert the EERA funding potentially available for a regional loan/equity release scheme, into a Fuel Poverty/Carbon Emissions Reduction Scheme. Further consideration will be given to the potential for the inclusion of loan/equity release-based housing assistance products following the completion of the Council's next private sector stock condition survey, currently planned for 2010/11.</p>				
	<p><b>Progress Report (31.3.10)</b></p> <p><b>ACTION COMPLETED</b> The Private Sector Housing Assistance Policy and the Private Sector Housing Renewal Strategy was reviewed by the Housing Scrutiny Panel. The Strategy included an action plan, which the Scrutiny Panel agreed. The Scrutiny Panel accepted that a new Strategy could not be developed until the proposed Private Sector Stock Condition Survey has been undertaken</p>				
<p>HN5</p> <p>To ensure that the Council manages and maintains its homes effectively and efficiently, and that it provides decent homes for its tenants and leaseholders at affordable rents, and deals with issues of anti-social behaviour.</p>	<p>(a) To continue to identify which Council homes do not meet, or will not meet, the Decent Homes Standard, provide sufficient resources and carry out appropriate programmes of work to ensure that all these homes meet the Standard by 2010;</p> <p><b>Progress Report (31.3.07)</b></p> <p>Rather than commission consultants to undertake stock condition surveys, stock surveys are now undertaken on a rolling basis by technical housing officers, in order to maximise value for money. Significant programmes of work continue to be undertaken to improve tenants' homes and reduce the number of non-decent homes. The number of non-decent Council homes has reduced from 22% of the Council's stock in April 2002 to 5.3% in April 2007. The Council is on course to meet the Government's objective of having no non-decent homes by 2010.</p>	<table border="1"> <tr> <td data-bbox="459 804 667 1079">All homes to meet the Decent Home Standard by 2010.</td> <td data-bbox="667 804 798 1079">The provision of decent homes for occupation by the Council's tenants</td> <td data-bbox="798 804 1262 1079">Housing Portfolio Holder/Director of Housing</td> </tr> </table>	All homes to meet the Decent Home Standard by 2010.	The provision of decent homes for occupation by the Council's tenants	Housing Portfolio Holder/Director of Housing
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	<p><b>Progress Report (31.3.08)</b></p> <p>The percentage of non-decent homes reduced further by April 2008, and the Council's target for April 2009 is just 1.5%. The objective of having no non-decent homes by 2010 is still expected to be met.</p>				

	<p><b>Progress Report (31.3.09)</b> Throughout 2008/09 the Council managed to improve 113 properties so they no longer failed the Decent Homes Standard, and undertook works to a further 544 properties so they did not become non-decent. In all, there was a 32.24% reduction in the number of non-decent homes. The objective of having no non-decent homes by 2010 is still expected to be met.</p> <p><b>Progress Report (31.3.10)</b> <b>ACTION COMPLETED</b> As at 31 March 2010, the Council only had less than ten properties that may not meet the decent homes target, which is a significant achievement. However, it was not possible to survey these properties, despite numerous attempts, since the tenants would not give access to their homes. Consideration is now being given to whether or not any legal action should be taken to require access to be given.</p> <table border="1" data-bbox="466 176 568 1626"> <tr> <td data-bbox="466 176 568 555">(b) To undertake a major improvement scheme at Springfields, Waltham Abbey;</td> <td data-bbox="466 555 568 936">Housing Portfolio Holder/Director of Housing</td> <td data-bbox="466 936 568 1234">The achievement of ninety-six improved tenanted and leasehold properties that meet the Decent Homes Standard.</td> <td data-bbox="466 1234 568 1626">The completion of improvement works by 31 December 2007.</td> </tr> </table> <p><b>Progress Report (31.3.07)</b> Following an extensive resident consultation exercise, which resulted in an agreed specification of works and the receipt of planning permission, tenders are shortly to be invited and reported to the Cabinet in July 2007.</p> <p><b>Progress Report (31.3.08)</b> The Springfields improvement scheme commenced in November 2007 and is due to be completed around January 2009.</p> <p><b>Progress Report (31.3.09)</b> The Springfields improvement scheme was due to be completed around January 2009. However, a number of unforeseen construction issues have led to a delay, amounting to around 17 weeks. Works are currently expected to be completed in August 2009.</p> <p><b>Progress Report (31.3.10)</b> <b>ACTION COMPLETED</b> The Springfields Improvement Scheme was completed in August 2009</p> <table border="1" data-bbox="1034 176 1200 1626"> <tr> <td data-bbox="1034 176 1200 555">(c) To implement an Introductory Tenancy Scheme;</td> <td data-bbox="1034 555 1200 936">Housing Portfolio Holder/Director of Housing</td> <td data-bbox="1034 936 1200 1234">All new tenants to be provided with non-secure introductory tenancies, for the first twelve months Council tenancy, to reduce anti-social behaviour by new tenants and to enable the Council to take swift action against offenders.</td> <td data-bbox="1034 1234 1200 1626">No serious acts of anti-social behaviour by new tenants, which have not resulted in legal action being taken to evict the offending tenants.</td> </tr> </table>	(b) To undertake a major improvement scheme at Springfields, Waltham Abbey;	Housing Portfolio Holder/Director of Housing	The achievement of ninety-six improved tenanted and leasehold properties that meet the Decent Homes Standard.	The completion of improvement works by 31 December 2007.	(c) To implement an Introductory Tenancy Scheme;	Housing Portfolio Holder/Director of Housing	All new tenants to be provided with non-secure introductory tenancies, for the first twelve months Council tenancy, to reduce anti-social behaviour by new tenants and to enable the Council to take swift action against offenders.	No serious acts of anti-social behaviour by new tenants, which have not resulted in legal action being taken to evict the offending tenants.
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<p><b>Progress Report (31.3.07)</b></p> <p>The use of introductory tenancies for new Council tenants was successfully introduced on 1 April 2006. In its first year of operation, 311 introductory tenancies were granted. It was necessary to issue Notices of Possession Proceedings in just 16 cases (all on the grounds of rent arrears), which resulted in only one application to court.</p> <p>The use of the introductory tenancy scheme appears to be a significant success in that it has sent a clear message to all new tenants of the Council's expectations of them as tenants, and that the Council will take action to re-possess their property, much more easily than from a secure tenants, if they fail to keep to their Conditions of Tenancy. It is believed that this initiative has contributed to the rent collection rate increasing further in 2006/07.</p>	<p><b>Progress Report (31.3.08)</b></p> <p>The introductory tenancy scheme has now been fully established, with all new tenants being allocated introductory tenancies.</p>	<p><b>Progress Report (31.3.09)</b></p> <p>The introductory tenancy scheme continues to be a success.</p>	<p><b>Progress Report (31.3.10)</b></p> <p><b>ACTION COMPLETED</b> The introductory tenancy scheme continues to be a success.</p>	<table border="1"> <tr> <td data-bbox="710 179 798 2056"> <p>(d) To introduce a joint Choice Based Lettings Scheme, in collaboration with five neighbouring local authorities.</p> </td> <td data-bbox="798 179 890 2056"> <p>Housing Portfolio Holder/Director of Housing</p> </td> <td data-bbox="890 179 997 2056"> <p>Housing applicants will be able to "bid" for vacant properties in any of the six local authority areas where they are registered, instead of properties being "allocated" by the local authorities to those in most housing need.</p> </td> <td data-bbox="997 179 1228 2056"> <p>The implementation of a joint Choice Based Lettings Scheme by 1 April 2007.</p> </td> </tr> </table>	<p>(d) To introduce a joint Choice Based Lettings Scheme, in collaboration with five neighbouring local authorities.</p>	<p>Housing Portfolio Holder/Director of Housing</p>	<p>Housing applicants will be able to "bid" for vacant properties in any of the six local authority areas where they are registered, instead of properties being "allocated" by the local authorities to those in most housing need.</p>	<p>The implementation of a joint Choice Based Lettings Scheme by 1 April 2007.</p>
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<p><b>Progress Report (31.3.07)</b></p> <p>A consortium comprising the Council and five neighbouring local authorities has been formed and successfully bid for £96,000 grant funding from the former Office of the Deputy Prime Minister. Consultants have been appointed to project manage the joint implementation of the Choice Based Lettings Scheme, a specification of the required service has been produced and tenders are currently being invited from organisations experienced in providing a choice based lettings service to local authorities. A consultation exercise has established widespread support for the introduction of choice based lettings but, due to a number of factors including the temporary withdrawal of one of the local authorities from the Consortium, the anticipated live date for the scheme is now October 2007.</p>	<p><b>Progress Report (31.3.08)</b></p> <p>The 'Home Options' choice based lettings scheme went live in November 2007, with regular update reports provided to the Housing Scrutiny Panel. A formal review of the success of the implementation was undertaken by the Scrutiny Panel after six months operation.</p>							

HN6	To continue to undertake improvements in local environmental standards.	<p><b>Progress Report (31.3.09)</b></p> <p>Objective completed. The 'HomeOption' Choice Based Lettings scheme continues to be successful.</p> <p><b>Progress Report (31.3.10)</b></p> <p><b>ACTION COMPLETED</b> The 'HomeOption' Choice Based Lettings scheme continues to be successful. The Housing Scrutiny Panel undertook a further review of the scheme during the year</p>	<p>(a) To extend the use of locally based cleansing teams where appropriate to the locality;</p>	<p>Environmental Protection Portfolio Holder/Director of Environment and Street Scene</p>	<p>(a) Improved standards of street cleansing and local environmental conditions;</p>	<p>Improvements in respect of relevant Best Value Performance Indicators, to achieve top quartile district council performance by 30 June 2006.</p>
<p><b>Progress Report (31.3.07)</b></p> <p>In view of the demise of the Council's waste management contractor at the start of 2006/07, no further action has so far been taken with respect to the introduction of additional local cleansing teams. BVPI 199 (Local Environmental Cleanliness Standards) outturns for 2006/07 demonstrate a continued improvement in street cleansing standards, with BV199 (a) being recorded as 2%, and BV199 (b) and 199 (c) at zero percent.</p>						
<p><b>Progress Report (31.3.08)</b></p> <p>The 2006/07 outturn data for BVPI 199a at 2% has been questioned by Defra as being unrealistically low. Encams, on behalf of Defra, have visited the district and provided support and advice on how BVPI 199a monitoring should be undertaken. This has resulted in a re-evaluation of previous results with the 2007/08 outturn result of 27%. This does not mean that the district is significantly less clean than previously, but results solely from adherence to Encams very strict approach to the monitoring of the indicator. BVPI 199 has been replaced by the new NI1 95 for 2008/09, which has different monitoring arrangements.</p> <p>The new waste management contract is working well with the contractor bringing a lot of new plant into the district alongside the previous local teams. Levels of reportable graffiti and fly posting remain at a low level and there are no signs of any increase in incidences of fly-tipping.</p>						
<p><b>Progress Report (31.3.09)</b></p> <p>The waste management contractor has reviewed street cleansing resources and has withdrawn a number of locally based teams. This has not adversely affected performance, and a marked improvement has been achieved on the relevant performance indicators compared with 2007/08. The service requirements are currently under review, with the contractor intending to appoint a specialist consultant to advise on resourcing levels.</p>						
<p><b>Progress Report (31.3.10)</b></p> <p><b>ACTION COMPLETED</b> Street cleansing performance has not moved forward as hoped, even though local teams have been reintroduced in some areas. The review of the service was completed by Sita and revised arrangements were put into place. New schedules have been prepared which will be available to members and town councils. The severe weather in late 2009 and early 2010 adversely affected road surfaces, which has impacted upon the detritus performance. Sita are aware of the concern regarding performance and the Partnership Board will be monitoring this carefully over the forthcoming months.</p>						

		<p>(b) To utilise where appropriate the new powers available to the Council within the Clean Neighbourhoods and Environment Act 2005.</p> <p><b>Progress Report (31.3.07)</b></p>	<p>Environmental Protection Portfolio Holder/Director of Environment and Street Scene</p>	<p>(a) Reductions in fly-tipping, fly-posting, abandoned vehicles etc.</p>	<p>Improvements in respect of relevant Best Value Performance Indicators, to achieve top quartile district council performance by 30 June 2006.</p>
		<p>The Council has yet to fully consider the implications of the Clean Neighbourhoods and Environment Act, and this matter remains with the Environment Scrutiny Panel. Performance with respect to the management of fly tipping has improved with fewer reported cases and an additional prosecution having been instigated.</p> <p><b>Progress Report (31.3.08)</b></p>			
		<p>The Council has adopted its 'Safer, Cleaner, Greener' strategy and brought all relevant services together under the newly created Environment and Street Scene Directorate. The Environment Scrutiny Panel has made recommendations to the Cabinet following its consideration of the Rogers Review, which Cabinet have accepted. This will result, once the Neighbourhood Teams have been established, of higher profile activity within the district in dealing with 'envirocrime' and related matters.</p> <p><b>Progress Report (31.3.09)</b></p>			
		<p>The 'Safer, Cleaner, Greener' Strategy has been considered in depth by the Environment Scrutiny Panel and will go forward for final adoption by the Cabinet in July 2009. Recruitment into the Neighbourhood Teams is complete, although not all posts are as yet occupied due to external appointees having to complete notice periods etc. Once all are actually in post, training will commence to achieve Police Accreditation, an important first step in enabling a more robust approach to environmental enforcement. The Environmental Response Unit is now fully operational and is undertaking a wide range of environmental 'improvements', which are making a real difference to the environment and the perception of the local community.</p> <p><b>Progress Report (31.3.10)</b></p>			
		<p><b>ACTION COMPLETED</b> All of the new posts have now been filled, although this required additional recruitment during the year. All officers have successfully achieved accreditation and are able to undertake the full range of enforcement activities. The response unit has been particularly successful, dealing rapidly with low grade environmental crime, thereby preventing situations from deteriorating and ensuring that residents see a quick response to reported problems. The Cabinet has approved a penalty regime for the issue of fixed penalty notices, and the use of penalty notices will be advertised prior to use on the ground. The 'Safer, Cleaner, Greener (SCG)' Strategy document was approved by the Cabinet along with its associated action plan. The plan will be monitored by the SCG Scrutiny Panel. The Neighbourhood Team has met its performance targets for responding to and dealing with residents' complaints and reports of environmental crime. A number of 'stop and check' operations have been planned in partnership with Essex Police, to target illegal waste movements.</p>			
<p>H17</p>	<p>To seek to deal with problems associated with vehicle parking in the built up areas of the district.</p>	<p>To complete parking reviews for the Loughton and Waltham Abbey areas.</p>	<p>Civil Engineering and Maintenance Portfolio Holder/Director of Environment and Street Scene</p>	<p>The improvement of local parking arrangements, and the management of problems associated with on street and commuter parking.</p>	<p>(a) The completion of parking reviews for Loughton and Waltham Abbey by 31 March 2007;</p> <p>(b) The implementation of locally agreed parking controls to include resident parking schemes where appropriate, commencing during 2007/08.</p>

	<p><b>Progress Report (31.3.07)</b></p> <p>Parking reviews for Loughton and Waltham Abbey have commenced but were not completed by March 2007. The new/revised parking controls for Buckhurst Hill, Loughton (TCE) and Epping became available for implementation and enforcement as of 2 April 2007. However, there are engineering works associated with these schemes and full implementation will be delayed into 2007/08.</p>
	<p><b>Progress Report (31.3.08)</b></p> <p>The Buckhurst Hill and Epping parking reviews were implemented during 2007, and are both due for post 6 month reviews in the early part of 2008/09. These will almost certainly result in further changes to meet local concerns. The Cabinet has decided not to undertake any further wide scale reviews once these and the Loughton Broadway TCE review are completed. In the future, reviews will be targeted at local parking 'hotspots', but with action only where there is a clear consensus from the local community for the proposed solutions.</p>
	<p><b>Progress Report (31.3.09)</b></p> <p>There have been regrettable long-term delays in completing the reviews of the previous parking schemes. This has been due, in the main, to the resourcing difficulties in the local County Highways Service. It is anticipated that the public consultation phases of the reviews will be undertaken during Summer 2009.</p>
	<p><b>Progress Report (31.3.10)</b></p> <p>Regrettably, progress with the parking reviews has remained stubbornly behind schedule. The consultations have been undertaken, but the design of schemes following those have been delayed. It has also been required to supplement public consultation in some areas to meet the concerns of ward members regarding proposals. All of the technical work and assessment remains with Essex County Council, who also continue to face resourcing difficulties.</p>

<b>A SAFE COMMUNITY</b>			
SC1	To enhance the safety, security and wellbeing of people using the district's town centres and public car parks.	<p><b>Progress Report (31.3.07)</b></p> <p>Improvement works have been completed in the Lower Queens Road car park at Buckhurst Hill and the Cottis Lane car park in Epping. The Burton Road car park at Loughton Broadway was also improved as part of the Broadway Town Centre Enhancement scheme. The wider community and economic issues in relation to improved lighting and closed circuit television systems remain under consideration by the Town Centres and Car Parking Scrutiny Panel.</p>	<p>Civil Engineering and Maintenance Portfolio Holder/Community Wellbeing Portfolio Holder/Director of Environment and Street Scene</p>
			The provision of safer and more secure town centres and public car parks.
			The achievement of an appropriate accreditation for at least one car park per annum.

	<p><b>Progress Report (31.3.08)</b></p> <p>No further works have been undertaken at car parks other than to deal with routine maintenance issues. Works will be undertaken to the remaining car parks at the Broadway should the TCE scheme be approved for completion. The Town Centres Task and Finish Panel has been wound up, with its role transferred to the Environment and Planning Scrutiny Panel. The issue of CCTV and anti-social behaviour will be managed through the Council's 'Safer, Cleaner, Greener' initiative.</p>
	<p><b>Progress Report (31.3.09)</b></p> <p>The Burton Road car park at the Broadway in Loughton has been completely refurbished as part of the Broadway Town Centre Enhancement Scheme (TCE). CCTV is being installed as part of the TCE scheme and car parks will be included. CCTV has been provided at the lower car park in Buckhurst Hill and at Cotts Lane in Epping. The Bakers Lane car park in Epping is scheduled for refurbishment in 2009/10 at which time CCTV will be considered. Problems have arisen with anti-social behaviour in some car park locations, such as the private Tesco car park at Waltham Abbey, and these are discussed and managed through the area based problem solving groups and the Neighbourhood Action Panels (NAP). It has not been possible to achieve accreditation for any of the car parks within the district, in the main because the existing payment methodologies preclude the use of entry/exit barriers or similar controls which are a prerequisite of successful accreditation.</p>
	<p><b>Progress Report (31.3.10)</b></p> <p><b>ACTION COMPLETED</b> The refurbishment of the Bakers Lane car park in Epping has been completed, with the provision of new surfacing, drainage, bay markings, lighting and CCTV. This work should make the car park more pleasant and safe for users, but will also hopefully reduce incidences of anti-social behaviour. Anti-social behaviour is generally referred to the Safer Communities Team for intervention as appropriate.</p>
SC2	<p>To reduce the overall level of recorded crime in the district.</p>
	<p>(a) To develop a joint Community Safety Team, consisting of the Council's Crime Reduction Unit and local police officers;</p>
	<p>The achievement of reduced crime levels across the district.</p>
	<p>The achievement of a reduction in the overall level of recorded crime in the district by 16% by March 2008 based on the crime figures for 2003/04.</p>
	<p><b>Progress Report (31.3.07)</b></p> <p>The establishment of an integrated Community Safety Team has been delayed for various reasons, including the deferral of the Customer Services Transformation Programme, and police matters such as neighbourhood policing and regionalisation having taken greater priority. The development of a joint Community Safety Team will be further considered as part of the review of the Council's management structure to be completed during the remainder of 2007/08.</p>
	<p><b>Progress Report (31.3.08)</b></p> <p>The Council's Safer Communities Team has been strengthened through the recent corporate restructure, with new posts of Anti-Social Behaviour Investigator (x2) and CCTV Officer being created. This, in combination with the formation of the Environment and Street Scene Directorate, will see the safer communities agenda being taken forward. The Crime and Disorder Reduction Partnership continues to function well and the Council has assumed the chairmanship of the Panel for 2008/09. The target of a 16% reduction in overall crime from the 2003/04 baseline was not achieved, the reduction being 12%. However, within this outturn, there are key reductions in criminal damage (down 26%), wounding (down 24%), theft from a person (down 57%). On the negative side domestic burglary was up 16%, assault without injury up 20% and robbery of personal property up 42%. These issues will all be targeted in the Safer Communities Partnership Plan for 2008/09.</p>

<p><b>Progress Report (31.3.09)</b></p> <p>The Safer Communities Partnership continues to perform well. Within the Council a CCTV strategy has been developed and cross-border arrangements with neighbouring authorities have been successfully initiated. Similar arrangements have also been put into place with respect to the sharing of information and intelligence on persistent and prolific offenders. The Council has continued to part-fund six Police Community Support Officers (PCSO) and has tasked rights over all of the PCSOs within the Epping Forest Police Division. The Safer Communities Unit is now at full establishment. Team members participate on a regular basis in Police briefings thereby being kept fully aware of trends in local criminal activity. The benefits of the above activities can be seen from a reduction in overall crime levels as set out in the next section of this progress report</p>	<p><b>Progress Report (31.3.10)</b></p> <p><b>ACTION COMPLETED</b> Safer Communities staff, the police and the Council's Environment and Neighbourhood Officers are working more closely together. Team areas are now co-terminus with the police neighbourhood areas and the Council has greater control of tasking rights for Police Community Support Officers. The Council's staff and police neighbourhood officers regularly attend the Neighbourhood Action Panels together, joint security surveys are undertaken and the police regularly contribute to the on-going programme of education.</p>	<p>(b) To reduce the incidences of recorded domestic burglary, theft of vehicles, criminal damage and robbery that occur in the district.</p>	<p>Community Wellbeing Portfolio Holder/Director of Environment and Street Scene</p>	<p>The achievement of reduced crime levels across the district.</p>	<p>The achievement of a reduction in the overall level of recorded crime in the district by 16% by March 2008 based on the crime figures for 2003/04.</p>
<p><b>Progress Report (31.3.07)</b></p> <p>The Council and the Crime and Disorder Reduction partnership are constantly monitoring procedures and looking at ways to reduce the incidence of all types of recorded crime in the district, in order to meet the target of a 16% reduction by March 2008.</p>					
<p><b>Progress Report (31.3.08)</b></p> <p>The target of a 16% reduction in overall crime from the 2003/04 baseline was not achieved, the reduction being 12%. However, within this outturn, there are key reductions in criminal damage (down 26%), wounding (down 24%), theft from a person (down 57%). On the negative side, domestic burglary was up 16%, assault without injury up 20% and robbery of personal property up 42%. These issues will be targeted in the Safer Communities Partnership Plan for 2008/09.</p>					
<p><b>Progress Report (31.3.09)</b></p> <p>Overall crime levels for 2008/09 were down 8% compared to 2007/08 and the target set of a 5% reduction. This equates to 745 fewer crimes in 2008/09 than in 2007/08. Within this overall decline there are some areas of concern such as domestic burglary, up 13%, but also areas of success such as serious acquisitive crime, down by 1%, criminal damage down by 20% and violent crime down by 5%. The overall picture is therefore an encouraging one.</p>					



<p><b>Progress Report (31.3.10)</b></p> <p><b>ACTION COMPLETED</b> There has been an on-going reduction in overall crime through 2009/10, although the target of 5% is unlikely to be achieved. However, given that this target was set against an 8% reduction in 2008/09, the likely reduction of around 3% should still be seen as very creditable, especially in view of the difficult economic climate which does tend to see increases in certain types of criminal activity. By way of highlights, data to the end of February 2010 indicate the following trends for the previous twelve month period:</p> <ul style="list-style-type: none"> <li>• all crime down by 2.6% (200 less crimes);</li> <li>• assaults up by 8%;</li> <li>• domestic violence 7% reduction;</li> <li>• burglary down 7%; and</li> <li>• anti-social behaviour up by 1%.</li> </ul> <p>Despite some areas falling, there remain concerns around burglary and domestic violence which the Community Safety Partnership is seeking to address through the forthcoming Strategic Assessment. Overall crime remains higher than in most of the comparator authorities (known as 'most similar groups') but this district does have particular challenges arising from its proximity to London and the associated transport links and the fact that it borders a high number of areas which generates a lot of cross border criminality. The Cabinet and the Local Strategic Partnership have adopted the 'Prevent' action plan, which sets out to sensitively manage issues around extremism within the district, from whatever quarter it might arise.</p>	<p>To reduce levels of anti-social behaviour and provide leisure and training opportunities for young people to encourage positive and healthy lifestyles.</p>	<p>SC3</p>
<p>To work with the Council's partners to secure ongoing external funding for the Epping Forest Community Sports Project;</p>	<p>Leisure and Young People Portfolio Holder/Deputy Chief Executive</p>	<p>To reduce levels of anti-social behaviour and to work with young offenders to assist rehabilitation.</p>
<p><b>Progress Report (31.3.07)</b></p> <p>Unfortunately, NACRO have terminated funding to the Epping Forest Community Sports Project, which targeted young people at risk of offending, although a limited service is to continue in 2007/08 with the assistance of funding from Sport England. The Council's Young Persons Officer has been active in crime reduction initiatives, particularly the establishment of a community outreach worker to work with young people in Loughton on anti-social behaviour issues, in conjunction with the private sector.</p>	<p>The provision of at least one on-going activity per annum in each area identified by Crime and Disorder Reduction Partnership in relation to anti-social issues involving young people.</p>	<p><b>Progress Report (31.3.08)</b></p> <p>In conjunction with Tottenham Hotspur Community Trust, an innovative programme of diversionary activities has been implemented at the Limes Farm Estate at Chigwell. External funding is being secured from the Sports Lottery Fund to extend this initiative to Waltham Abbey and the Shelley Estate in Ongar.</p>
<p><b>Progress Report (31.3.09)</b></p> <p>The Tottenham Hotspur Community Trust are now working with young people on the Ninefields estate at Waltham Abbey and the Debden estate in Loughton. Work at the Limes farm estate in Chigwell has continued, with the successful hosting of street dance sessions for young women and girls.</p>		

	<p><b>Progress Report (31.3.10)</b></p> <p>Partnership work between the Council's Community Development and Sports and Health Development teams and Tottenham Hotspur Foundation is successfully being delivered in the Limes Farm Estate, at Chigwell. Two local young people from the estate have been trained and mentored and are now qualified football coaches delivering on the project. Multi sport sessions and community tennis sessions have also been introduced; dance sessions continue to develop and the participants are working towards a public performance at Epping Forest College. A weekly youth activity night has been established at Ninefields, Waltham Abbey and this is managed and co-ordinated by the Community Development and Sports and Health Development teams. Further work is being developed to deliver further initiatives to young people in Debden and Waltham Abbey.</p> <p>As a complement to the initiatives provided through the community leisure teams, the Community Safety Partnership has again successfully implemented 'Crucial Crew' for all year 9 pupils throughout the district, as well as running a number of 'Reality Roadshows' in secondary schools for year 9 pupils. Both events provide a wealth of information and guidance to young people about how best to live their lives and stay safe, including information around drugs, alcohol, sexual health, bullying, internet safety, avoiding violence etc.</p>	
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**FIT FOR LIFE**

FL1	<p>To ensure that the leisure management contract entered into with SLM Limited delivers the Council's key objectives for the future of its leisure facilities, with respect to lower revenue costs, increased investment, continuous improvement and the transfer of risk.</p>	<p>(a) To undertake regular and effective monitoring of the leisure management contract entered into with SLM Limited;</p>	<p>Leisure and Young People Portfolio Holder/Director of Environment and Street Scene</p>	<p>The maintenance of high standards of service and customer satisfaction in accordance with the requirements of the leisure management contract.</p>	<p>(a) The number of Default Notices issued in relation to the Leisure Management Contract to be below ten complaint notices or five default notices in any four consecutive week period;</p> <p>(b) The number of Stage 2 Complaints made to the Council in respect of its leisure facilities to remain at less than 1% of total number of participants using the facilities.</p>
<p><b>Progress Report (31.3.07)</b></p> <p>Regular monitoring of the Leisure Management Contract is taking place on an ongoing basis through site visits, statistical returns and monthly meetings at officer level. The Contract Monitoring Board has met on several occasions and is working effectively. The number of Default Notices issued is below the threshold, with only one default and seven improvement notices required in the first fifteen months of the contract. Similarly, the number of Stage 2 Complaints received is also well below threshold, with less than 10 received in the same period.</p>					
<p><b>Progress Report (31.3.08)</b></p> <p>The monitoring regime for the Leisure Management Contract is well embedded with respect to site visits, core meetings and the Monitoring Board. The Improvement Notice/Default Notice and complaints thresholds have not been exceeded, although there is still an ongoing concern around the timeliness and accuracy of financial information required to be submitted by the contractor. Regular monitoring of the Leisure Management Contract continues to take place on an ongoing basis through site visits, statistical returns and monthly meetings at officer level. The Contract Monitoring Board has met on several occasions. Number of defaults issued in 07/08 - 1. Number of Improvement Notices issued in 07/08 - 38. These are mainly for failure to carry out building maintenance or provide valid certificates. There were 15 stage 2 complaints on various issues but mainly on the issue of SLM's proposal on changing the times available to Loughton swimming club. This is still an ongoing issue.</p>					

<p><b>Progress Report (31.3.09)</b></p> <p>The Monitoring Board for the Leisure Management Contract continues to meet on a regular basis. The maintenance of the leisure centres remains an area of concern, with a number of improvement notices being issued throughout the year. The reduction in participation, amongst other things, has resulted in SLM income streams decreasing. Agreement has been reached with SLM with regard to the calculation of income share and contract indexation.</p>	<p><b>Progress Report (31.3.10)</b></p> <p><b>ACTION COMPLETED</b> The Monitoring Board for the Leisure Management Contract continues to meet on a regular basis. The contract continues to perform well, with each centre achieving a higher level of income in 2009/10 than over the previous year. This is very creditable given the economic climate and the fact that leisure memberships and attendance are often items which are first to be discarded when personal financial circumstances come under pressure. It has been necessary, as in previous years, to issue improvement and default notices during the year. However, the number of notices issued is below the target set, and the number of complaints also fell below the 1% target. Capital money allocated by SLM within the original contract remain available for use, and this will be carried forward into 2010/11</p>	<table border="1"> <tr> <td data-bbox="571 179 673 801"> <p>(b) To explore further service initiatives to reduce revenue costs and increase participation;</p> </td> <td data-bbox="571 801 673 945"> <p>Leisure and Young People Portfolio Holder/Director of Environment and Street Scene</p> </td> <td data-bbox="571 945 673 1191"> <p>The provision of new facilities that increase participation.</p> </td> <td data-bbox="571 1191 673 2060"> <p>An increase in Participation and level of Income in line with projections contained in the contractor's tender.</p> </td> </tr> </table>	<p>(b) To explore further service initiatives to reduce revenue costs and increase participation;</p>	<p>Leisure and Young People Portfolio Holder/Director of Environment and Street Scene</p>	<p>The provision of new facilities that increase participation.</p>	<p>An increase in Participation and level of Income in line with projections contained in the contractor's tender.</p>	<p><b>Progress Report (31.3.07)</b></p> <p>Several major marketing initiatives have been undertaken by SLM Limited to increase participation, particularly in the area of health and fitness. Reprogramming of swimming lessons has increased the number of attendances and reduced waiting lists. Re-negotiation is underway regarding an extension of the contract for Epping Sports Centre for seven years, with the expectation of lower revenue consequences by way of a reduced management fee or increased investment by SLM.</p>	<p><b>Progress Report (31.3.08)</b></p> <p>SLM have submitted a charge proposal for Epping Sports Centre, which predicts a substantial increase in management fee. SLM have been asked to look at revised proposals for the whole contract to contain costs. The submission for ESC has been received but it has shown an increase in the Management Fee and no significant Capital Investment. A meeting has therefore been held between Members and SLM Directors and SLM are to submit further proposals to the Council. This is now awaited.</p>	<p><b>Progress Report (31.3.09)</b></p> <p>As part of cost reductions for the management of Epping Sports Centre, agreement has been reached with SLM regarding investment at Loughton Leisure Centre and the bar closure at Epping Sports Centre, as part of an overall package of measures including the cessation of the Joint Use Agreement at Waltham Abbey Sports Centre. Members have agreed to pursue, through a Task and Finish Panel, the feasibility of adding a sports hall alongside the existing leisure facilities at the Waltham Abbey Pool complex.</p>
<p>(b) To explore further service initiatives to reduce revenue costs and increase participation;</p>	<p>Leisure and Young People Portfolio Holder/Director of Environment and Street Scene</p>	<p>The provision of new facilities that increase participation.</p>	<p>An increase in Participation and level of Income in line with projections contained in the contractor's tender.</p>						

	<p><b>Progress Report (31.3.10)</b></p> <p><b>ACTION COMPLETED</b> The new sports hall has been approved in principle, by the Cabinet, but subject to their being no ongoing revenue consequences. Capital has been approved to take the project to the pre-planning application stage at which point a decision will be made as to whether and how best to proceed. The withdrawal from the Waltham Abbey Sports Centre was successfully completed, with most staff having their wishes met with respect to redeployment, retraining or redundancy. The Cabinet has also agreed to provide capital to SLM to provide new fitness equipment at Ongar Leisure Centre and to make internal structural changes at Loughton Leisure Centre, which will generate in excess of £100,000 of revenue savings. These changes will see additional and improved facilities for existing and new users.</p>			<p>(c) To ensure that capital investment is completed on time and to the correct standard.</p>	<p>Leisure and Young People Portfolio Holder/Director of Environment and Street Scene</p>	<p>The maintenance of assets to appropriate standards.</p>	<p>The achievement of a guaranteed level of capital investment completed on time and to the appropriate quality in accordance with the contractor's tender.</p>
	<p><b>Progress Report (31.3.07)</b></p> <p>Major capital investment schemes at Ongar Leisure Centre and Waltham Abbey Swimming Pool have been completed in line with agreed timescales and at a level of £1.5m as guaranteed within the tender. Quality of work remains good and has met customer expectations.</p>						
	<p><b>Progress Report (31.3.08)</b></p> <p>The Council is undertaking a feasibility study in 2008 for the provision of a sports hall at Waltham Abbey Swimming Pool, which may allow an efficiency saving to be achieved.</p>						
	<p><b>Progress Report (31.3.09)</b></p> <p>Members have agreed to pursue, through a Task and Finish Panel, the feasibility of adding a sports hall alongside the existing leisure facilities at the Waltham Abbey Pool complex.</p>						
	<p><b>Progress Report (31.3.10)</b></p> <p><b>ACTION COMPLETED</b> In addition to the matters referred to in action FL1 (b) above, capital provision remains in the SLM tender accounts which will be carried forward into 2010/11, for routine investment in leisure facilities.</p>						
<p>FL2</p> <p>To increase access to leisure and cultural opportunities in the rural parts of the district through the 'Beyond Suburbia' Cultural Development Programme.</p>	<p>To implement the key findings of the Beyond Suburbia initiative in partnership with local parish councils and other agencies.</p>	<p>Leisure and Young People Portfolio Holder/Deputy Chief Executive</p>	<p>The improvement of quality of life for rural communities, the alleviation of isolation and economic benefits.</p>	<p>(a) The achievement of ten new activities in rural parishes per annum;</p> <p>(b) The generation of external funding of £50,000 per annum for one new facility development project each year.</p>			

		<p><b>Progress Report (31.3.07)</b> The target of ten new activity sessions with respect to leisure and cultural opportunities has been met. External funding levels have been reached to enable major improvements, including a new playground to be undertaken at Matching Tye.</p> <p><b>Progress Report (31.3.08)</b> The target for activity sessions continues to be met. The success of the 'Big Lottery' Play Strategy funding bid has secured investments in playgrounds of £245K over the next 30 years. Rural parishes at Nazeing and Abridge are in the first phase of planned improvements.</p> <p><b>Progress Report (31.3.09)</b> Work is well advanced in the consultation, planning and design of the new playgrounds at Nazeing and Abridge, with target for completion of Summer 2009.</p> <p><b>Progress Report (31.3.10)</b> <b>ACTION COMPLETED</b> The 'Active Health Programme' is very successful in the district and currently attracts in excess of 400 people per month through its seated exercise, movement classes and 'Lifewalks' programmes. Qualitative evaluation also indicates significant improvement in participants' quality of life and physical well-being for many elderly people that were previously in-active.</p>	<p>To expand the district wide 'Active Life' programme of activities to include the 'Life Walks', 'Bodycare' and general practitioner referral schemes, and other initiatives.</p> <p>Leisure and Young People Portfolio Holder/Deputy Chief Executive</p> <p>Increased participation in physical activity by people at risk leading to lower incidence of ill health.</p>	<p>(a) The achievement of an increase in the number of participants in the 'Active Life' initiative of 5% per annum;</p> <p>(b) The achievement of an increase in the number of people referred by General Practitioners and other health professionals of 5% per annum;</p> <p>(c) The achievement of at least two activity sessions becoming self-sustainable per annum.</p>	
FL3	To increase access to opportunities for people of all ages and abilities to lead a healthy lifestyle.	<p><b>Progress Report (31.3.07)</b> The 'Active Life' programme has been extended in 2006/07 with targets achieved in respect to participation and General Practitioner referrals. Unfortunately, the West Essex Primary Care Trust has withdrawn funding for cardiac rehabilitation classes and the seated exercise scheme for the elderly. Alternative external funding options are currently being explored but may affect the achievement of participation targets for 2007/8. It may be possible for a number of the seated exercise classes to be self-sufficient by charging participants a nominal fee.</p>			

		<p><b>Progress Report (31.3.08)</b></p> <p>The 'Life Walks' and 'Bodycare' programmes are still running and have been supplemented by external funding of £140k over the next four years to deliver a wide range of health improvement initiatives jointly with neighbouring authorities, called 'Active Health'. Participation targets should be reached., and the seated exercise programme is largely self-financing.</p> <p><b>Progress Report (31.3.09)</b></p> <p>The Active Health Programme continues to develop well within a broader spread of activities and increased participation. A DVD has been produced to assist elderly people to exercise, and an allotment has been created at Parsonage Court in Loughton which is proving extremely beneficial to older residents.</p> <p><b>Progress Report (31.3.10)</b></p> <p><b>ACTION COMPLETED</b> The 'Active Health Programme' is very successful in the district and currently attracts in excess of 400 people per month through its seated exercise, movement classes and 'Lifewalks' programmes. Qualitative evaluation also indicates significant improvement in participants' quality of life and physical well-being for many elderly people that were previously in-active.</p>	<p>To review the Council's environmental, inspection and enforcement arrangements and policies along with the Primary Care Trust.</p> <p>Environmental Protection Portfolio Holder/Director of Environment and Street Scene</p> <p>The alignment of the Council's inspection, enforcement and awareness activities with the relevant public health objectives of the Primary Care Trust</p> <p>The adoption of a jointly agreed public health policy with the Primary Care Trust by 31 March 2007.</p>
FL4	To work more closely with the local Primary Care Trust to ensure that the activities that the Council carry out in environmental monitoring and inspection contribute fully to improving the overall health of the community, including specifically the promotion of anti-smoking initiatives.	<p><b>Progress Report (31.3.07)</b></p> <p>Due to the significant changes in the structure of the local Primary Care Trust (PCT), there has been no progress in this regard. However, with respect to the new 'no smoking' legislation, joint action with the PCT and Harlow District Council is to take place in June 2007 with the holding of a business seminar. The PCT's newly appointed Director of Public Health is keen to work with the Council and this will be progressed.</p> <p><b>Progress Report (31.3.08)</b></p> <p>The 'no smoking' seminar for businesses was held on a joint basis with Harlow District and the PCT. The no smoking legislation has presented few difficulties and the temporary no smoking post has not been reappointed following the postholder departing. There has been very little progress on the wider strategic health agenda and working with the PCT. It is intended to part fund a Health Promotion post with Harlow, Brentwood and the PCT, to promote healthy eating.</p> <p><b>Progress Report (31.3.09)</b></p> <p>The Council has now entered into a partnership with Harlow DC, Brentwood BC, Basildon DC and Thurrock Council to fund a health promotion officer who has been tasked with promoting the Essex Environmental Health Officer's healthy eating award and to carry out smoke free visits. The West Essex Public Health Committee has been formed which is a partnership with the Council, Harlow DC, Uttlesford DC, the Health Protection Agency and the West Essex PCT. Its purpose is to address the wider issues of public health and explore opportunities for joint working and information sharing. The restructuring of the Epping Forest Local Strategic Partnership has produced a new focus on Health Inequalities, and the Council now participants in 'Fit for Business' initiatives.</p>	

FL5	<p><b>Progress Report (31.3.10)</b></p> <p><b>ACTION COMPLETED</b> The jointly funded health promotion officer continues to work to identify premises eligible for the Essex Healthy Eating Award. Less work is being carried out in relation to the smoke free legislation due to the very high levels of compliance. The Essex Public Health Committee continues to meet and an officer of the council was invited to comment on deep cleaning procedures undertaken at St. Margaret's Hospital. A large fire in Nazeing prompted joint action by the council and the Primary Care Trust to help to allay the fears of local residents</p>	<p>To incorporate the enforcement of workplace smoking into the Council's existing environmental health inspection regime.</p>	<p>Environmental Protection Portfolio Holder/Director of Environment and Street Scene</p>	<p>The achievement of a reduction in coronary heart disease, lung cancer and other smoking related diseases.</p>	<p>(a) To undertake appropriate public information campaigns to bring the requirements of workplace smoking legislation to the attention of employers, employees and users of public premises in the district, within six months of the date of the new legislation coming into force being known;</p>	<p>(b) To monitor reductions in smoking related illnesses within the district in liaison with the Primary Care Trust.</p>
	<p><b>Progress Report (31.3.07)</b></p> <p>Government funding has been made available to support the new workplace smoking legislation. Additional temporary staff are in the process of being appointed, and a local business seminar has been arranged in conjunction with Harlow District Council and the Primary Care Trust for June 2007. Monitoring of reductions in smoking related illnesses will await the implementation of the new legislation.</p>					
	<p><b>Progress Report (31.3.08)</b></p> <p>The new legislation came into force with little adverse reaction (from both sides of the argument) within the district. The only clear issue relates to an increase in smoking related litter, which will be dealt through an Encams assisted publicity and education campaign. A business seminar was successfully held in conjunction with Harlow District Council and the West Essex Primary Care Trust. The Council's Smoke Free Officer has resigned, and consideration is being to whether the post should be filled or the ring-fenced money freed up to be targeted at education etc.</p>					
	<p><b>Progress Report (31.3.09)</b></p> <p>As part of the partnership with Harlow DC, Brentwood BC, Basildon DC and Thurrock Council mentioned above, the Council's jointly funded health promotion officer is carrying out smoke free visits to premises within the district. The smoke free legislation has been generally well received and there is widespread compliance.</p>					
	<p><b>Progress Report (31.3.10)</b></p> <p><b>ACTION COMPLETED</b> As mentioned above in action FL4 above, the widespread compliance with the legislation has resulted in less targeted work being undertaken. This now been incorporated into the Council's routine inspection regime.</p>					

ECONOMIC PROSPERITY			
	Finance and Performance Management Portfolio Holder/Director of Finance and ICT	Council Tax levels for 2007/08, 2008/09 and 2009/10 will increase by no more than 2.5%.	The actual level of Council Tax increases for 2007/08, 2008/09 and 2009/10.
EP1	To continue to remain a low tax authority.	<p>To set Council Tax increases for 2007/08, 2008/09 and 2009/10 of no more than 2.5% per annum by no more than the rate of increase in the Retail Price Index.</p> <p><b>Progress Report (31.3.07)</b></p> <p>The Council's adopted policy (Cabinet - 6 February 2006) is to increase Council Tax by no more than the rate of increase in the Retail Price Index, rather than to not increase it by more than 2.5% as set out in this Council Plan action, which therefore requires correction. The target for keeping the increase in Council Tax below the increase in the Retail Price Index was achieved for 2007/08. For 2007/08 the district Council Tax was increased by 3.54% at a time when the rate of increase in the Retail Price Index was 4.6%.</p> <p><b>Progress Report (31.3.08)</b></p> <p>The Council's adopted policy continues to be to increase Council Tax by no more than the rate of increase in the Retail Price Index. The target for keeping the increase in Council Tax below the increase in the Retail Price Index was achieved for 2008/09. For 2008/09 the district Council Tax was increased by 2.5%, at a time when the rate of increase in the Retail Price Index was 4%.</p> <p><b>Progress Report (31.3.09)</b></p> <p>At its meeting on 15 December 2008, the Cabinet amended the Council's existing policy on Council Tax increases to be that increases should not exceed 2.5%. This was achieved for 2009/10, as the increase was 2.5%.</p> <p><b>Progress Report (31.3.10)</b></p> <p><b>ACTION COMPLETED</b> The policy of not increasing the Council Tax by more than 2.5% has been reaffirmed and included within the Medium Term Financial Strategy. This was achieved for 2010/11, as the increase was 1.5%.</p>	
EP2	To enhance the town centre areas at Loughton High Road and Loughton Broadway to provide improved environments for the users of the centres and the providers of services.	<p>To complete the agreed programme of town centre enhancement works and improvements.</p> <p>Planning and Economic Development Portfolio Holder/Director of Planning and Economic Development</p>	<p>(a) The completion of Phases 1 and 2 of the Loughton High Road town centre enhancement scheme by 31 December 2006;</p> <p>(b) The commencement of Phase 1 of the Loughton Broadway town centre enhancement scheme by 31 July 2006.</p>
		<b>Progress Report (31.3.07)</b>	<p>Phases I and II of the Loughton Town Centre Enhancement Scheme (TCE) are complete, with the exception of traffic and parking controls, which are currently being implemented. Final financial outcomes for the scheme are presently being analysed. Phase I of the Loughton Broadway TCE was completed by Christmas 2006, although Phase II of the scheme has been delayed due to technical problems associated with a gas main and the highway infrastructure, and revised proposals are currently under consideration.</p>



EP3	To co-ordinate land use and planning policies, and housing, transport and local infrastructure.	<p><b>Progress Report (31.3.08)</b></p> <p>Phases 1 and 2 of the Loughton TCE have now been signed off by the County Council, who will deal with maintenance etc in the future. The scheme at present looks to have remained close to its budget, but further data is awaited from the statutory undertakers regarding monies owed to the Council. The Broadway scheme remains in abeyance, although agreement has been reached with National Grid Gas as to how the works can be undertaken in the vicinity of their medium pressure gas main. Cabinet are to consider implementation of the scheme shortly. The Council has commissioned a Broadway Design Study Brief to consider the longer term development of the gateways to the Broadway and the area around Debden Station, and t Cabinet will consider the recommendations of that design study shortly.</p> <p><b>Progress Report (31.3.09)</b></p> <p>Phase 1 of the Broadway TCE scheme, comprising the refurbishment of the Burton Road car park, is complete. Phase 2, of the scheme comprising the works to the Broadway itself, were agreed by Cabinet and are now well underway and are scheduled for completion in July 2009. Essex County Council are currently undertaking some basic feasibility studies in relation to phases III and IV of the Loughton High Road TCE, although there is as yet no commitment to deliver a scheme. The removal of the fifth arm at the junction of the High Road and Brooklyn Avenue has been deferred since a local consensus on an acceptable scheme could not be achieved.</p> <p><b>Progress Report (31.3.10)</b></p> <p><b>ACTION COMPLETED</b> The Broadway TCE scheme was completed with overall savings, after sharing with the contractor, in excess of £500,000. The Cabinet has agreed to invest £100,000 of the savings to provide new and upgraded CCTV for the Broadway area. Public response to the scheme has been favourable, although there remain some concerns around parking provision and the manner in which power has been made available for the provision of Christmas lighting.</p>	The completion of the coordination of all relevant policies by 31 August 2006.	The coordination of land use, planning policies, housing, transport and infrastructure to promote sustainability, economic prosperity and tackle areas of deprivation.	Planning and Economic Development Portfolio Holder/Director of Planning and Economic Development	(a) To secure amendments to the district Local Plan to ensure the planning and development policies for the district for the foreseeable future are co-ordinated and appropriate;
All relevant policies coordinated within the Local Plan.						<b>Progress Report (31.3.07)</b>
All relevant policies coordinated within the Local Plan. No further update required to the 31 March 2007 progress report.						<b>Progress Report (31.3.08)</b>
All relevant policies coordinated within the Local Plan. No further update required to the 31 March 2008 progress report.						<b>Progress Report (31.3.09)</b>
All relevant policies coordinated within the Local Plan. No further update required to the 31 March 2009 progress report.						<b>Progress Report (31.3.10)</b>

		<p>(b) To secure the inclusion of a statement in the new Local Development Framework emphasising need to co-ordinate land use, planning policies, housing, transport and infrastructure in a way that ensures economic prosperity and tackles deprivation, taking account of what has been secured in alterations to the Local Plan.</p> <p><b>Progress Report (31.3.07)</b></p>	<p>Planning and Economic Development Portfolio Holder/Director of Planning and Economic Development</p>	<p>The coordination of land use, planning policies, housing, transport and infrastructure to promote sustainability, economic prosperity and tackle areas of deprivation.</p>	<p>The completion of the coordination of all relevant policies by 31 August 2006.</p>	
<p>As explained in relation to objective GU4 above, work on the Local Development Framework is delayed, pending the issue of the final version of the East of England Plan, and cannot be achieved within the originally identified timescale.</p>						
<p><b>Progress Report (31.3.08)</b></p> <p>The Local Development Framework has been delayed pending the final approval of the East of England Plan.</p>						
<p><b>Progress Report (31.3.09)</b></p> <p>See also Objective GU4 above. The development of the Local Development Framework has been delayed for several reasons, including the delayed adoption of the East of England Plan and the legal challenges thereto, and the direction placed on the Council in relation to the production of a Development Plan Document concerning gypsies and travellers, which has necessarily had to take priority.</p>						
<p><b>Progress Report (31.3.10)</b></p> <p><b>ACTION COMPLETED</b> See also Objective GU4 above.</p>						
<p>EP4</p>	<p>To ensure that young people can express informed views on issues that affect them and actively take part in the democratic process.</p>	<p>To support the work of the Essex Youth Assembly and local youth councils to enable young people's voices to be heard.</p>	<p>Leisure and Young People Portfolio Holder/Deputy Chief Executive</p>	<p>The empowering of young people to influence decisions on those matters that directly affect them.</p>	<p>The achievement of full representation for the district on the Essex Youth Assembly and youth councils by local young people by 31 December 2006.</p>	
<p><b>Progress Report (31.3.07)</b></p> <p>A number of local young people have been elected to represent the district on the Essex Youth Parliament, with one individual also now serving on the National Youth Parliament. The Young Persons Officer and the Head of research and Democratic Services supported the elections. Since appointment in November 2006, the Young Persons Officer has been actively engaged in working with secondary schools and young people on advocacy and citizenship issues with the expectation that a formal Youth Council for all/parts of the district can be established in 2007/08.</p>						
<p><b>Progress Report (31.3.08)</b></p> <p>The Epping Forest Youth Council was established in January 2008, following extensive consultation and elections. The Youth Council meets on a regular basis, with training and support provided by the Council. a district-wide youth debate event is planned for Autumn 2008.</p>						

EP5	To respond to issues of deprivation in the district, based on the results of the Index of Multiple Deprivation 2004.	<p><b>Progress Report (31.3.09)</b></p> <p>The 'Big Youth Debate' was held in November 2008 and was attended by some 250 Young People. The Panel comprising local Members of parliament, Senior Police Officers, the Chief Executive of the Primary Care Trust, the Leader of the Council and Essex County Council Youth and Transport representatives, all of whom were questioned on a range of topics of concern to young people. An action plan is being developed and implemented by the Local Strategic Partnership and the Children and Young Peoples Strategic Partnership.</p> <p><b>Progress Report (31.3.10)</b></p> <p><b>ACTION COMPLETED</b> Over two thousand local young people recently voted in the Epping Forest Youth Council school elections, to select a new group of Youth Councillors. The new Youth Council held a 'Promoting Local Democracy' youth conference on 12 March 2010, to enable the Youth Councillors to talk with young people about issues they face, in order to develop priority actions for the year ahead.</p>				
		<table border="1"> <tr> <td data-bbox="491 1232 667 1630">(a) To continue to identify measures to alleviate specific deprivation problems identified through an analysis of the 2004 Indices of Deprivation; and to work with partner agencies to tackle deprivation issues;</td> <td data-bbox="491 936 667 1232">Planning and Economic Development Portfolio Holder/Director of Planning and Economic Development</td> <td data-bbox="491 560 667 936">The development of targeted programmes of action to address the needs of local communities.</td> <td data-bbox="491 179 667 560">The deprivation indices are also relevant to actions indicated in the Essex Local Area Agreement and the action plans in the Community Strategy.</td> </tr> </table>	(a) To continue to identify measures to alleviate specific deprivation problems identified through an analysis of the 2004 Indices of Deprivation; and to work with partner agencies to tackle deprivation issues;	Planning and Economic Development Portfolio Holder/Director of Planning and Economic Development	The development of targeted programmes of action to address the needs of local communities.	The deprivation indices are also relevant to actions indicated in the Essex Local Area Agreement and the action plans in the Community Strategy.
(a) To continue to identify measures to alleviate specific deprivation problems identified through an analysis of the 2004 Indices of Deprivation; and to work with partner agencies to tackle deprivation issues;	Planning and Economic Development Portfolio Holder/Director of Planning and Economic Development	The development of targeted programmes of action to address the needs of local communities.	The deprivation indices are also relevant to actions indicated in the Essex Local Area Agreement and the action plans in the Community Strategy.			
		<p><b>Progress Report (31.3.07)</b></p> <p>An analysis has been undertaken of a number of deprivation indices by reference to Super Output Areas (which are areas smaller than a ward) relevant to a number of existing or potential programmes, ranging from town centre enhancements in Loughton Broadway to the nature of economic development schemes that have been undertaken in Waltham Abbey.</p>				
		<p><b>Progress Report (31.3.08)</b></p> <p>The Council has agreed to appoint consultants to create a development brief for The Broadway area of Loughton, and work on this has been progressing. Public consultation on the development brief will commence shortly.</p>				
		<p><b>Progress Report (31.3.09)</b></p> <p>The development brief for The Broadway area of Loughton has been agreed, although the current economic climate is influencing what can be progressed at the present time. The Healthy Communities Group of the Local Strategic Partnership are targeting health inequality actions in the Super Output Areas, and community awareness events have been held at Waltham Abbey and Debden area of Loughton.</p>				
		<p><b>Progress Report (31.3.10)</b></p> <p>The development brief for The Broadway area of Loughton has been agreed, although the current economic climate continues to influence what can be progressed at the present time. The Healthy Communities Theme Group of the Local Strategic Partnership was established in autumn 2009 under the leadership of the Primary Care Trust. The group is just beginning its work, but has however, agreed a focus on health inequalities, and has commissioned research into the pattern of inequality in the district looking in depth at hotspots, where life expectancy is low or declining.</p>				

EP6	To maintain and improve the links between the Council, local town centres and the business community of the district.	(b) As a partner agency to the Epping Forest Local Strategic Partnership, to establish children's centres within the district.	Community Wellbeing Portfolio Holder/Deputy Chief Executive	The development of targeted programmes of action to address the needs of local communities.	The establishment of six children's centres within the district by 31 March 2008.
<p><b>Progress Report (31.3.07)</b></p> <p>The Council has a duty to co-operate in meeting the requirements of the Children's Act 2004 and the 'Every Child Matters/Change For Children's' agenda, although it is not the lead authority for the provision of children's centres. To meet its obligations, the Council has appointed member and officer representatives to the board of the Children and Young Persons Strategic Partnership (CYPSYP) and its associated working groups. There are plans for seven children's centres across the district, some in new build accommodation, whilst others will be virtual centres based on existing facilities and services. The Council has recently determined planning applications for the first two new build centres. The proposal for Waltham Abbey was granted, whilst the application for the Alderton School site in Loughton was refused.</p>					
<p><b>Progress Report (31.3.08)</b></p> <p>The CYPSYP is now Chaired by a council member. New children centres have been constructed at Hillhouse School and Alderton School. Provision for children's centre services also exists at Shelley Primary School and Waltham Abbey Community Centre, and new provision is planned for Limes Farm during 2008.</p>					
<p><b>Progress Report (31.3.09)</b></p> <p>The Council remains fully engaged in the work of the CYPSYP and participated in the Joint Area Review of Children's Services in Essex.</p>					
<p><b>Progress Report (31.3.10)</b></p> <p>The Council fulfils its obligations under the Children's Act 2004, which enshrines a duty to co-operate with the Children's Services authority (Essex County Council). The Council fully participated in the former Children's and Young People's Strategic Partnership (CYPSP) before it was dissolved and incorporated into the new West Essex Local Children's Trust Board. The Council has Member and senior officer representation on the Board, and the Council also chairs the Epping Forest Children's Partnership, which has replaced the local CYPSYP Board and is a thematic sub-group of the Epping Local Strategic Partnership. Through these means the Council is consulted on and participates with other partners on the preparation, publishing and monitoring of the Strategic Children and Young People's Plan for Essex. It is also responsible for ensuring that the needs of local children and young people are addressed through bids for commissioned funding.</p>					
EP6	To further develop the Town Centre Partnerships, or other appropriate local business forums, to encourage participation by local businesses.	Civil Engineering and Maintenance Portfolio Holder/Planning and Economic Development Portfolio Holder/Director of Planning and Economic Development	The achievement of stronger links between the Council and local business communities across the district.	The achievement of full local business community representation on the individual Town Centre Partnerships or other appropriate local business forums.	

<p><b>Progress Report (31.3.07)</b></p> <p>The six partnerships that the Council helped to establish, and for which it provides basic funding, are Buckhurst Hill, Epping, Loughton Broadway, Loughton High Road, Ongar (now called a forum) and Waltham Abbey. Each partnership tends to go through cycles or high points of activity and interest, followed by lower points. A Town Centre Manager post was funded from June 2004, although this arrangement is due to end in 2007/08. The principal focus of the Town Centre Manager post has been in Buckhurst Hill and the two Loughton partnerships, however each of the partnerships have been given special project grants of up to £2,000, and these have supported activities ranging from a green fayre (Buckhurst Hill), the howzat cricket festival, (Loughton High Road), the Debden day (Loughton Broadway), a promoting local shopping event (Epping), a town sign (Ongar) and priming funding to seek to get a statue of King Harold in Waltham Abbey. It is also clear that the business community struggle to have long-term involvement with organisations that hold day (trade) time meetings, and various steps have therefore been taken by the different partnerships, varying from breakfast to evening meetings. In contrast, the Federation of Small Businesses is actively involved in the Economic Prosperity Action Group of the Community Strategy.</p>	<p><b>Progress Report (31.3.08)</b></p> <p>The Council has agreed to fund a Town Centre Officer position for three years commencing in 2008/09. This post will assist the six Town Centre Partnerships in their ongoing work, and a three year increase in the special projects fund has also been agreed.</p>	<p><b>Progress Report (31.3.09)</b></p> <p>The Overview and Scrutiny Committee received a presentation in respect of the work of the local Town Centre Partnerships at its meeting on 16 April 2009.</p>	<p><b>Progress Report (31.3.10)</b></p> <p>Progress during the last year was limited by the sickness absence of the Town Centres Officer, although ongoing workload was covered by the Economic Development Officer. Extensive work has been undertaken on a Task and Finish Panel set up by the Local Strategic Partnership, which involves business representatives and has led to many new links with the Chambers of Commerce and the Federation of Small I Businesses. Several events have been undertaken and promoted jointly, and the Council also took various actions such as the holding of parking charges for 2009/10 and 2010/11, and the appointment of the Finance Portfolio Holder at the authority's Business Champion.</p>
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IP1	<p>To implement the Customer Services Transformation Programme.</p>
<b>IMPROVING OUR PERFORMANCE</b>	
<p>(a) To identify and agree the appropriate resource requirements for the implementation of the Customer Services Transformation Programme;</p>	<p>Customer Services, Media, Communications and Information Technology Portfolio Holder/Director of Finance and Information and Communication Technology Corporate Support Services and ICT Portfolio Holder/Deputy Chief Executive</p>
<p>The achievement of improvements in answering telephone calls and the implementation of consistent telephone answering standards; the provision of customer access to Council services through 'self service' electronic channels; the provision of customer access to the majority of services in a single ground floor reception area at the Civic Offices; and the provision of extended opening hours to meet customer demand.</p>	<p>The resource requirements for the Customer Services Transformation Programme are currently being assessed by the consultants engaged by the Council to devise the programme. Specific targets and performance measures will be developed as the implementation of the Customer Services Transformation Programme is progressed.</p>

<p><b>Progress Report (31.3.07)</b></p> <p>The implementation of the Customer Services Transformation Programme has been deferred until further capital funding is available.</p>	
<p><b>Progress Report (31.3.08)</b></p> <p>As a result of the corporate restructure, customer contact is now a responsibility of the Deputy Chief Executive. A fresh review is being conducted of the Council's requirements, through the Customer Transformation Task and Finish Panel established for 2008/09.</p>	
<p><b>Progress Report (31.3.09)</b></p> <p>The Customer Transformation Task and Finish Panel has completed its review and has reported to the Cabinet, as a result of which extra resources have been allocated to develop the Council's website. Other recommendations in relation to the development of a customer relationship management system and the introduction of a contact centre are to be prioritised. The 'Forester' magazine has been reviewed, with recommendations to Overview and Scrutiny in June 2009 with respect to the development of a wider role for the publication.</p>	
<p><b>Progress Report (31.3.10)</b></p> <p>The Finance and Performance Management Scrutiny Panel has requested a further report on the development of a customer relationship management system, once the second year (2009/10) outturn position for National Indicator 14 (Avoidable Contact) in respect of the Council's telephony systems is known. The inspection of the Council's Benefits Service undertaken by the Audit Commission during 2009/10 was critical of existing access to the service, and the development of co-located services as at the Limes Farm Estate in Chigwell and as part of the development brief for The Broadway in Loughton, will need to be considered as part of this review of customer access.</p>	
<p>(b) Subject to (a), to establish a corporate customer contact centre as the first phase of the Customer Services Transformation Programme.</p>	<p><b>Customer Services, Media, Communications and Information Technology Portfolio Holder/Director of Finance and Information and Communication Technology</b></p> <p>Corporate Support Services and ICT Portfolio Holder/Deputy Chief Executive</p>
<p><b>Progress Report (31.3.07)</b></p> <p>As IP1(a) above, the implementation of the Customer Services Transformation Programme has been deferred until further capital funding is available.</p>	<p>The achievement of improvements in answering telephone calls and the implementation of consistent telephone answering standards; the provision of customer access to Council services through 'self service' electronic channels; the provision of customer access to the majority of services in a single ground floor reception area at the Civic Offices; and the provision of <i>extended opening hours to meet customer demand.</i></p>
<p><b>Progress Report (31.3.08)</b></p> <p>As IP1(a) above. As a result of the corporate restructure, customer contact is now a responsibility of the Deputy Chief Executive. A fresh review is being conducted of the Council's requirements, through the Customer Transformation Task and Finish Panel established for 2008/09.</p>	<p>The resource requirements for the Customer Services Transformation Programme are currently being assessed by the consultants engaged by the Council to devise the programme. Specific targets and performance measures will be developed as the implementation of the Customer Services Transformation Programme is progressed.</p>

		<p><b>Progress Report (31.3.09)</b></p> <p>The contact centre proposal has been considered as part of the work of the Customer Transformation Task and Finish Panel. The project has been agreed in principle, subject to prioritisation exercise.</p> <p><b>Progress Report (31.3.10)</b></p> <p>As IP1(a) above. The inspection of the Council's Benefits Service undertaken by the Audit Commission during 2009/10 was critical of existing access to the service, and the development of co-located services as at the Limes Farm Estate in Chigwell and as part of the development brief for The Broadway in Loughton, will need to be considered as part of this review of customer access, subject to current budgetary restrictions.</p>			
IP2	To achieve and maintain top quartile district council performance for the speed of processing of new Housing Benefit claims and changes of circumstances, and to maintain current top quartile performance for the accuracy of benefit assessments.	(a) To implement an Electronic Records Document Management System for the Benefits Division;	Finance and Performance Management Portfolio Holder/Director of Finance and ICT	(a) Time currently lost on searching for paper files will be able to be devoted to more productive activities and medium term efficiency gains secured.	(a) The achievement and maintenance of top quartile district council performance for the speed of processing of new Housing Benefit claims and changes of circumstances. The necessary hardware and software for the Electronic Records Document Management System are already in place and funding of £15,000 has been allocated to aid the implementation of the system.
<p><b>Progress Report (31.3.07)</b></p> <p>This target has been achieved as the Benefits Division has now gone live with Anite at Work, the corporate Electronic Records and Document Management System.</p>					
<p><b>Progress Report (31.3.08)</b></p> <p>The corporate Electronic Records and Document Management System has been implemented. No further update is required to the 31 March 2007 progress report.</p>					
<p><b>Progress Report (31.3.09)</b></p> <p>Processing was disrupted during 2008/09 by the conversion to a new Revenues and Benefits ICT system, a problem made worse by the deteriorating economic climate leading to an increase in benefits caseload. To deal with the backlog that arose during the ICT conversion, additional resource was made available for a 'Hit Squad'. A report is planned to be made to the Cabinet in July 2009, which will set out options for a restructuring of the Benefits Service and detail any additional resource requirements necessary to achieve top quartile status.</p>					

	<p><b>Progress Report (31.3.10)</b></p> <p><b>ACTION COMPLETED</b> The Benefits Service was restructured during 2009/10, and this led to improvements in customer services and reduced processing times. However, the improvements were not recognised by the Audit Commission and a service inspection took place towards the end of the year. It is anticipated that the report of the inspection will be issued in late May 2010, and an action plan will be developed to respond positively to any recommendations.</p> <p>(b) To investigate the use of information technology to enhance performance by mobile working, in partnership with other appropriate local authorities.</p> <p>Finance and Performance Management Portfolio Holder/Director of Finance and ICT</p> <p>(b) Benefit Visiting Officers to be provided with tablet personal computer equipment containing benefit information that can be used to check and verify benefit entitlement during the course of a visit. Eventually claims will be able to be processed during visits, which will assist claimants and improve performance.</p> <p>(b) To maintain current top quartile district council performance for the accuracy of Housing Benefit assessments. A grant of £133,000 has been awarded by the Department of Work and Pensions to enable this initiative to commence in partnership with two other local authorities.</p>	<p><b>Progress Report (31.3.07)</b></p> <p>A considerable amount of work has been undertaken to get the necessary infrastructure in place and functioning. Go live for mobile working arrangements is now scheduled for June 2007.</p>	<p><b>Progress Report (31.3.08)</b></p> <p>Mobile working arrangements were implemented from June 2007 and are operating successfully. No further update is therefore required to the 31 March 2007 progress report.</p>	<p><b>Progress Report (31.3.09)</b></p> <p>Mobile working arrangements were implemented from June 2007 and continue to operate successfully. No further update is therefore required to the 31 March 2007 progress report.</p>	<p><b>Progress Report (31.3.10)</b></p> <p><b>ACTION COMPLETED</b> Mobile working arrangements were implemented from June 2007 and continue to operate successfully. No further update is therefore required to the 31 March 2007 progress report.</p>	<p>To achieve and maintain top quartile district council performance for the determination of all planning applications.</p> <p>The achievement of top quartile district council performance by 30 June 2006, and the maintenance of top quartile performance thereafter.</p>
IP3	<p>To fully implement agreed proposals for planning performance improvements, including new information technology systems, a planning 'hit squad' and the service restructure.</p> <p>Planning and Economic Development Portfolio Holder/Director of Planning and Economic Development</p> <p>The achievement of improved determination times for all classes of planning application.</p>					



IP4	To deliver customer-focused services which meet the needs and aspirations of the diverse communities of the district.	<p><b>Progress Report (31.3.07)</b></p> <p>Planning Services has implemented the main building and planning modules of the Building Control, Local Land Charges and Planning integrated ICT system, and work continues on moving the Land Charges system to the latest full specification, and on further enhancements of the overall system that has changed many business processes. The Anite @work document management system has also been rolled out, but does not yet offer a complete "back catalogue" and is not yet seamless. However, the upgrading of systems and the provision of transformational access for staff and customers has been achieved in a short timescale. Planning Services have also successfully reduced a backlog of planning cases, and implemented a restructure. The combined effects of those measures has moved planning application performance from a poor position to one which is well above Government targets, and where the top quartile position (which is also moving higher) is close to achievement on BV 109 (a) and (b) and has been achieved on 109 (c). Three particularly long serving and/or senior staff in an establishment team of twelve professional officers left the authority last year and although they have been successfully replaced with more junior and presently less experienced staff, this has inevitably impacted upon performance.</p> <p><b>Progress Report (31.3.08)</b></p> <p>In considering performance against the top quartile, an action plan was agreed for 2007/08. Some important points in that action plan required decisions of Members, and in turn the involvement of local councils to move to a position where there is a three weekly cycle of Plans Sub-Committee meetings, and where there is the shortest gap in the cycle of meetings around election time. Whilst those steps have now been agreed, they did not commence such that they could have an impact in 2007/08. Performance in the top quartile has only been achieved in one of the three indicators so far, but is now very close to the challenging top quartile position in the other two indicators.</p> <p><b>Progress Report (31.3.09)</b></p> <p>The changes introduced in 2007/08 have proved helpful, but in a rather volatile year, performance for 2008/09 was slightly below target. The improvement plan developed for 2009/10 will be challenging, in particular concerning those planning application cases determined by committee.</p> <p><b>Progress Report (31.3.10)</b></p> <p><b>ACTION COMPLETED</b> Improvement Plans were completed for all elements of National Performance Indicator (NI) 157. Turnaround of planning applications in time under officer delegated powers was achieved in target, which has resulted in top quartile performance. The number of applications determined by the Area Plans Sub-Committees holds back top quartile performance for the other elements of NI 157. The three-week cycle of Area Plans Sub-Committee meetings introduced in 2008 has helped, although other possible improvements (two-week committee cycle and suggested further delegated powers) have not been implemented, and targets will still be challenging.</p> <p>To develop and adopt a corporate Public Consultation and Engagement Policy and Strategy.</p> <p>Finance and Performance Management Portfolio Holder/Deputy Chief Executive</p> <p>The establishment of meaningful opportunities for residents and customers of the Council to inform and influence policy development and service provision.</p> <p>The adoption of new Public Consultation and Engagement Policy and Strategy by 31 October 2006.</p> <p><b>Progress Report (31.3.07)</b></p> <p>Action achieved. A new Public Consultation and Engagement Policy and Strategy was adopted by the Council in April 2006.</p> <p><b>Progress Report (31.3.08)</b></p> <p>No further update required to the 31 March 2007 progress report. The Council's public consultation and engagement function transferred to the Public Relations and Marketing Unit as part of the corporate restructure in 2007/08.</p>
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		<p><b>Progress Report (31.3.09)</b></p> <p>The first national 'Place Survey' was undertaken in late 2008, with the results to be reported in June 2009. A Corporate Equality Working Group has been established and the feasibility of the establishment of a Citizens' Panel is currently being explored jointly with Local Strategic Partnership.</p> <p><b>Progress Report (31.3.10)</b></p> <p><b>ACTION COMPLETED</b> The Council's Public Consultation and Engagement Policy and Strategy sets out the standards expected of services when undertaking consultation, to ensure all sections of the community are heard. The strategy is supported by guidance for managers, an annual programme of consultation and a consultation database which enables the Council to coordinate consultation activity, reducing duplication and fatigue. The Place Survey explores key service issues and perceptions of the district as a place to live, and the results are used to inform the Council's key objectives and targets, budget development and service planning and delivery. The Place Survey is due to be repeated in 2010/11, and a 'Tracker' survey coordinated by Essex County Council is run across Essex in the years between the Place Survey, to ensure the availability of a reliable and consistent set of local data.</p>				
IP5	To achieve top quartile district council performance for each Key Performance Indicator identified by the Council on an annual basis.	<table border="1"> <tr> <td data-bbox="539 1234 667 1630">(a) To develop annual improvement plans in respect of all Key Performance Indicators;</td> <td data-bbox="539 936 667 1234">All Portfolio Holders/All Directors</td> <td data-bbox="539 562 667 936">The achievement of top quartile district council performance in the service priority areas identified by the Council each year.</td> <td data-bbox="539 176 667 562">The achievement of top quartile district council performance in priority areas by 31 March each year, based on quartile data published by the Audit Commission.</td> </tr> </table> <p><b>Progress Report (31.3.07)</b></p> <p>Improvement plans in respect of all Key Performance Indicators for 2006/07 were completed and considered by Management Board. The success of improvement actions was monitored on a quarterly basis throughout the year by the Finance and Performance Management Scrutiny Panel.</p> <p><b>Progress Report (31.3.08)</b></p> <p>Improvement plans in respect of all Key Performance Indicators for 2007/08 were completed and considered by the Corporate Executive Forum. The success of improvement actions was monitored on a quarterly basis throughout the year by the Finance and Performance Management Scrutiny Panel.</p> <p><b>Progress Report (31.3.09)</b></p> <p>Improvement plans in respect of all Key Performance Indicators for 2008/09 were completed and considered by the Corporate Executive Forum. The success of improvement actions was monitored on a quarterly basis throughout the year by the Finance and Performance Management Scrutiny Panel.</p> <p><b>Progress Report (31.3.10)</b></p> <p><b>ACTION COMPLETED</b> Improvement plans in respect of all Key Performance Indicators for 2009/10 were completed and considered by the Corporate Executive Forum. The success of improvement actions was monitored on a quarterly basis throughout the year by the Finance and Performance Management Scrutiny Panel.</p>	(a) To develop annual improvement plans in respect of all Key Performance Indicators;	All Portfolio Holders/All Directors	The achievement of top quartile district council performance in the service priority areas identified by the Council each year.	The achievement of top quartile district council performance in priority areas by 31 March each year, based on quartile data published by the Audit Commission.
(a) To develop annual improvement plans in respect of all Key Performance Indicators;	All Portfolio Holders/All Directors	The achievement of top quartile district council performance in the service priority areas identified by the Council each year.	The achievement of top quartile district council performance in priority areas by 31 March each year, based on quartile data published by the Audit Commission.			

	<p>(b) To monitor progress towards the achievement of top quartile district council performance for each Key Performance Indicator on a quarterly basis.</p>	<p>All Portfolio Holders/All Directors</p>	<p>The achievement of top quartile district council performance in the service priority areas identified by the Council each year.</p>	<p>The achievement of top quartile district council performance in priority areas by 31 March each year, based on quartile data published by the Audit Commission.</p>
<p><b>Progress Report (31.3.07)</b></p> <p>The overall year-end position with regard to the achievement of top quartile (or other relevant) targets set for 44 of the KPIs (excluding 7 indicators for which performance cannot be measured against targets, and one that reflects a base-line position brought forward from the preceding year) was as follows:</p> <ul style="list-style-type: none"> <li>• 22 (50%) achieved the performance target for 2006/07;</li> <li>• 7 (16%) did not achieve the performance target for 2006/07, although outturn performance was within 5% of the target for the year; and</li> <li>• 15 (34%) did not achieve the performance target for 2006/07 and outturn performance was not within 5% of the target for the year.</li> </ul>				
<p><b>Progress Report (31.3.08)</b></p> <p>The year-end position with regard to overall improvement and the achievement of top quartile (or other relevant) targets for the KPIs for 2007/08, was as follows:</p> <ul style="list-style-type: none"> <li>• 3 (53.5%) achieved the performance target for 2007/08;</li> <li>• 6 (13.9%) did not achieve the performance target for 2007/08, although outturn performance was within 5% of the target for the year;</li> <li>• 14 (32.5%) did not achieve the performance target for 2007/08, and outturn performance was not within 5% of the target for the year;</li> <li>• 23 (53.5%) improved in performance compared with 2006/07, or maintained the level of performance achieved for 2006/07; and</li> <li>• 20 (46.5%) worsened in performance compared with 2006/07.</li> </ul>				
<p><b>Progress Report (31.3.09)</b></p> <p>The year-end position with regard to the achievement of top quartile (or other relevant) targets for the KPIs for 2008/09, was as follows:</p> <ul style="list-style-type: none"> <li>• 14 (41.2%) achieved the performance target for 2008/09;</li> <li>• 13 (38.2%) did not achieve the performance target for 2008/09;</li> <li>• 6 (46.1%) of those (13) that did not achieve the performance target for 2008/09 were within 5% of the target for the year;</li> <li>• 6 (17.6%) cannot currently be reported. These indicators comprise survey or other measures for which finalised outturn data is due to be reported by other organisations, and which has not yet been published; and</li> <li>• 1 (2.9%) was subject to a revised National Indicator definition that removed the Council's responsibility to report.</li> </ul> <p>The introduction of the new National Indicator set from 1 April 2009 has meant that it is difficult to assess overall levels of KPI improvement between 2007/08 and 2008/09.</p>				

**Progress Report (31.3.10)**

The year-end position with regard to the achievement of top quartile (or other relevant) targets for the KPIs for 2009/10, was as follows:

- 31 (53.4%) achieved the performance target for 2009/10;
- 20 (34.5%) did not achieve the performance target for 2009/10;
- 8 (40%) of those (20) that did not achieve the performance target for 2009/10 were within 5% of the target for the year;
- 4 (6.9%) cannot currently be reported;
- 1 (1.7%) was not required to be measured in 2009/10;
- 1 (1.7%) was not required to subject to a performance target; and
- 1 (1.7%) was not reported during 2009/10.

Four indicators comprise measures for which finalised outturn data for 2009/10 is due to be reported by other organisations and which has not yet been published. The overall outturn position could obviously increase once performance for the outstanding four indicators is known.

**KEY PRIORITY OBJECTIVES 2009/10 – OUTTURN PROGRESS REPORT (MARCH 2010)**

REF	PRIORITY OBJECTIVE	LEAD MEMBER/OFFICER(S)	PROGRESS (30 NOVEMBER 2009)
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**LEADERS' PORTFOLIO**

1.	To improve access to and information about the Council's services, through the implementation of a Customer Transformation Programme.	Leader/Deputy Chief Executive	<p><b>Justification (February 2009)</b>                      Building on the initial feasibility work undertaken in 2005, the Customer Transformation Task and Finish Panel has developed a number of practical proposals to improve access to information and improve the customer experience when visiting the Civic Offices. In addition, the development of a Customer Relationship Management system will assist in the identification of areas for further improvement arising from National Indicator 14 (Avoidable Contact).</p> <p><b>Progress (November 2009)</b>                      As a result of the Customer Transformation Programme, an additional member of staff has been appointed on a three-year fixed term contract to support the development of the Council's Website, to improve access and the number of transactions that can be undertaken on-line. The Finance and Performance Management Scrutiny Panel has undertaken a prioritisation of the outstanding recommendations arising from the customer transformation review, and has requested additional information to access the feasibility of improving the Council's telephony systems, as poorly signposted calls are the main source of avoidable contact across the authority.</p> <p>An initial approach has been made to Harlow Council around exploring capacity for sharing the resources of their contact centre. The possibility of joint working in this respect is currently being pursued with Harlow's Customer Services Manager.</p> <p><b>Progress (March 2010)</b></p>
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			<p>The Finance and Performance Management Scrutiny Panel has requested a further report on the development of a customer relationship management system, once the second year (2009/10) outturn position for National Indicator 14 (Avoidable Contact) in respect of the Council's telephony systems is known.</p> <p>The inspection of the Council's Benefits Service undertaken by the Audit Commission during 2009/10 was critical of existing access to the service. In April 2010, the Council agreed to commit £802,000 funding towards the development of Limes Farm Hall, Limes Farm, Chigwell to improve access to key services for local residents. The proposed development includes provision of a new benefits advice service, new centrally located premises for housing services and opportunities for drop in sessions around community safety and environmental issues. In addition, the new facility will accommodate a new Primary Health Care Clinic and improved children's centre facilities.</p>
2.	The delivery of a Gypsy and Traveller Development Plan.	Leader/Director of Planning and Economic Development	<p><b>Justification (February 2009)</b></p> <p>The Government has issued a legal direction requiring the Council to submit a Gypsy and Traveller Development Plan by 30 September 2009. The authority is currently consulting residents and other stakeholders on options for meeting current and future requirements for gypsy and traveller site provision within the district.</p> <p><b>Progress (November 2009)</b></p>

			<p>A very considerable response was received as a result of the consultation exercise in respect of the delivery of a Gypsy and Traveller Development Plan, which raise many issues. For a number of reasons the date of September 30 was not met. Counsel is currently undertaking a 'stocktake', and the final submission is due to be received shortly. The Council has successfully argued for a reduction in the required pitch numbers for the district, although some further provision has already been authorised. Further reports in respect of the delivery of the Gypsy and Traveller Development Plan are to be made to the Cabinet and the Council in December 2009.</p> <p><b>Progress (March 2010)</b></p> <p>Progress has been made with the processing of a number of planning applications, several of which have been granted, using the existing policy basis, although the Council continues to defend cases at appeal where are objections are submitted. The Council appealed directly to the former Government for the removal of the direction requiring the publication of the Gypsy and Traveller Development Plan, and a joint member/officer meeting was sought with the then Minister following the advice of Counsel. The position of the new Coalition Government in respect of the existing direction is not yet known.</p>
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3.	To work with Essex County Council, Epping Forest College and local schools to further the educational opportunities and facilities for local young people.	Leader/Deputy Chief Executive	<p><b>Justification (February 2009)</b> Key priority identified at Cabinet meeting on 5 February 2009.</p> <p><b>Progress (November 2009)</b> Liaison with the district's secondary schools has improved, with the Council now being represented on the Area Planning Group, and the Leader of the Council has been appointed as Chairman of the Corporation Board of Epping Forest College. A 14-19 years review has been undertaken by Essex County Council and, as a result, a more collaborative approach to 'A' Level provision will take place in future. There was been an overall improvement in GCSE results for the district in 2009.</p> <p>The Leader of the County Council has stated a desire to see a vocational centre established in the Waltham Abbey area, when resources become available.</p> <p><b>Progress (March 2010)</b> The 14-19 years Area Planning Group has undertaken a strategic review of opportunities, the outcome of which has been the development of a consortia approach to 'A' Level provision involving all local secondary schools and Epping Forest College. A review of the joint curriculum has been undertaken and, as from September 2009, a mutual teaching arrangement with secondary school teachers teaching 'A' Level at Epping Forest College was implemented, which should improve standards and give pupils and parents increased confidence in the College.</p>
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4.	To deliver the Core Strategy of the Local Development Framework	Leader/Director of Planning and Economic Development	<p><b>Justification (February 2009)</b> Continuing priority from 2008/09. The development of a Gypsy and Traveller Development Plan is presently at consultation stage, and it is intended that the delivery of the Core Strategy of the Local Development Framework will follow in mid-2009.</p> <p><b>Progress (November 2009)</b> Work on the development of the Core Strategy of the Local Development Framework has proceeded, but has been delayed by legal challenges to the East Of England Regional Plan, and by the work the Council has been directed to undertake on the development of the Gypsy and Traveller Development Plan Document. A Local Development Framework Cabinet Committee has been established to consider all aspects of the Local Development Framework.</p> <p><b>Progress (March 2010)</b> Work on the development of the Core Strategy of the Local Development Framework has continued, albeit that this has been slowed because of necessary work on the Gypsy and Traveller Development Plan Document, the need for Members to consider carefully many procedural matters at the Local Development Framework Cabinet Committee, and because of other uncertainties. It will be important to ensure that evidence gathered (in particular that relevant to the Sustainable Community Strategy) is put to good use, even if other arrangements are changed by the new Government.</p>
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**FINANCE AND ECONOMIC DEVELOPMENT PORTFOLIO**

5.	To continue work towards the future development of key sites at The Broadway in Loughton and the St. John's area of Epping	Finance and Economic Development Portfolio Holder/ Director of Planning and Economic Development	<p><b>Justification (February 2009)</b> Continuing priority from 2008/09. The development brief for The Broadway was adopted in September 2008. The development brief for the St John's area of Epping has had to follow because of capacity issues among other factors, although the scoping document and agreement of Council to undertake the St John's brief has been secured and consultants have been engaged in conjunction with Essex County Council and an inception meeting has been held.</p> <p><b>Progress (November 2009)</b> There has been some delay on the preparation of the development brief for the St John's area of Epping, whilst the results of a parking review were awaited, and whilst some options and land value issues have been considered in more detail. A report to Cabinet seeking agreement to the public consultation on the development brief is imminent.</p> <p><b>Progress (March 2010)</b> Various sites within the area of The Broadway in Loughton are the subject of discussions in advance of the submission of planning applications, perhaps encouraged by completion of the Town Centre Enhancement Scheme. There has been further delay whilst different options for the St John's area of Epping are fully considered before public consultation. Both areas provide development opportunities that can benefit local communities, but without development in the countryside.</p>
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6.	To complete the strategic review of North Weald Airfield, through the continuing work of the North Weald Airfield Strategy Cabinet Committee.	Finance and Economic Development Portfolio Holder/ Director of Environment and Street Scene	<p><b>Justification (February 2009)</b></p> <p>The review of options for the future of North Weald Airfield needs to be completed in view of its possible use as the site of a waste transfer station, the possible site of a new depot as an alternative to the existing Langston Road Depot, the possible designation of part of the airfield as a gypsy/traveller site location, changes in aviation/leisure use, and designation within the Olympic plan.</p> <p><b>Progress (November 2009)</b></p> <p>The North Weald Airfield Strategy Cabinet Committee last met on 27 July 2009, but the minutes of this meeting were unfortunately not reported to the Cabinet until October 2009. The aviation consultancy bid document has been approved and steps are underway to advertise the tender invitation in appropriate trade/professional publications. There remains interest from a range of parties in respect of enhanced aviation activities, waste management facilities, depot facilities and usage in support of the London Olympic Games in 2012. Reports in respect of the possible relocation of depot facilities from Langston Road are to be considered by the North Weald Airfield Strategy Cabinet Committee and the Cabinet during December 2009.</p> <p><b>Progress (March 2010)</b></p> <p>The North Weald Airfield Strategy Cabinet Committee has considered a number of issues relating to the future uses of the Airfield. These have included approaches by the Caravan Club to use a significant part of the Airfield as a camping site for the duration of the 2012 Olympic Games, and from the Olympic Development Agency for use of part of the Airfield as a park and ride facility to service the white water canoe events at Broxbourne. The tender process for the appointment of an aviation consultant is well advanced, and the Committee considered a shortlist for interview at its meeting in May 2010. Negotiations are also continuing with respect to uses of the Airfield during the Olympic Games in 2012.</p>
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7.	To help mitigate the impact of the current economic conditions on local people and businesses, through appropriate initiatives.	Finance and Economic Development Portfolio Holder/ Management Board	<p><b>Justification (February 2009)</b></p> <p>The Council has already identified a number of initiatives to support the local economy, including the faster payment of local supplier invoices, an increase in the number of rental loans provided to homeless people to help them access private accommodation; consideration of additional funding for the continuation of the Home Ownership Grant Scheme (enabling Council tenants to enter home ownership and free up Council properties for re-letting) and the introduction of a Mortgage Rescue Scheme (in partnership with the CAB and Moat) to assist home-owners experiencing financial difficulties with existing mortgages. Consultation is to be undertaken with the Federation of Small Businesses to explore other options to assist local people and businesses.</p> <p><b>Progress (November 2009)</b></p> <p>There has been no increase in car parking charges throughout 2009/10, with an intention to retain this position in 2010/11. Recommendations are to be made to members to apply the same rational to licenses insofar as they apply to smaller business such as pet shops, animal boarding establishments etc.</p> <p>A number of initiatives have been introduced by the Housing Directorate, including:</p> <ul style="list-style-type: none"> <li>• Working with the Community Legal Service Partnership for the district to give good impartial advice to homeless applicants;</li> <li>• Continuing to support the Epping Forest Housing Aid Scheme (EFHAS). EFHAS is a registered charity operating on a voluntary basis to provide rent deposit guarantees (equivalent to one month's rent) to private landlords on behalf of private tenants to help them secure accommodation in the private rented sector. Due to increased demand, the Cabinet agreed that the Council would increase its financial support to the scheme, so that further rent deposit guarantees could be granted to applicants. It was also</li> </ul>
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			<p>agreed that £7,500 received from the Government's 'Recession Busting Grant' would be passed to EFHAS to fund more deposit guarantees;</p> <ul style="list-style-type: none"> <li>• Last year, the Council was awarded an additional £10,000 grant from the Department for Communities and Local Government (DCLG) in recognition of its excellent performance in homelessness prevention work. As a result, the Council has introduced a Rental Loan Scheme to help housing and homeless applicants secure private rented sector accommodation. A loan is granted to meet the cost of the first month's rent in advance, repayable interest-free over two years. The Cabinet agreed an increase in the amount available for loans by a further £20,000 in 2009/10;</li> <li>• The Council has introduced a Mortgage Rescue Scheme, in conjunction with Moat Housing. The scheme assists vulnerable households under the threat of homelessness due to mortgage arrears or repossession. It applies to those who have less than 20% negative equity, and a property value of less than £200,000. As part of the process, applicants see a debt advisor from the Citizen's Advice Bureau. Two types of help are available, the sale of property to Moat in return for a tenancy of the same property, or the provision of equity loan (to reduce the applicant's mortgage payments). The Council has been congratulated by the Government on its involvement with the scheme and completing one of the first rescues in the country;</li> <li>• The Council works with lenders to encourage them to help householders who may be experiencing mortgage arrears due to a temporary 'income shock', through the Homeowner Mortgage Support Scheme. Households having difficulties meeting mortgage repayments due to loss of employment or relationship breakdown will be considered for support by many lenders, and have up to 70% of their mortgage interest payments frozen for twenty-four months;</li> </ul>
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		<ul style="list-style-type: none"> <li>The Council has received a 'Repossession Funding Grant' of £47,500 from DCLG, to allocate small loans to families at risk of homelessness through repossession or evictions. Financial assistance, through small loans ranging from £1,000 to £3,000 per household, capped to a maximum of £5,000 is available interest free. Homeowners and private tenants are eligible. Loans are agreed by senior housing officers and are repayable over one to five years.</li> </ul> <p>Through a Task and Finish group of the Local Strategic Partnership, the impact of the 'credit crunch' has been considered in detail and a number of initiatives have been taken by the Council, including:</p> <ul style="list-style-type: none"> <li>The appointment of 'Business Champion';</li> <li>The freezing of parking charges;</li> <li>Quicker payments of invoices;</li> <li>Encouragement to consider local businesses when providing goods and services; and</li> <li>Promotional events.</li> </ul> <p><b>Progress (March 2010)</b></p> <p>Over the last year the Council has been heavily involved in the work of the Local Strategic Partnership's 'Credit Crunch' Task and Finish Panel, and has appointed the Finance and Economic Development Portfolio Holder as its 'Business Champion'. The appointment of the Council's 'Business Champion' has been welcomed, for example, by the Federation of Small Businesses (FSB), for facilitating meetings such as with the Valuation Office and being actively involved with other initiatives. More promotional events are being held, provided jointly with partners such as Business Link, the Federation of Small Business and the Town Centre Partnerships.</p> <p>The Council has continued to consider the effect of the current financial climate on the economy of the district, and has maintained a number of measures to assist small businesses, such as the payment of undisputed</p>
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			<p>invoices within twenty days, and the continued freezing of car parking charges for 2010/11.</p> <p>The Council has invested in the future of young people of the district. During 2009/10 the Local Strategic Partnerships for the Epping Forest, Harlow and Uttlesford districts have worked with partners to secure funding of £1m from the Government's Future Jobs Fund, to bring career opportunities to 160 young unemployed people across the three districts. The Council has also started to work with Essex County Council to provide apprentice positions, and has recently advertised three corporately funded trainee roles.</p>
8.	To ensure the Council provides good value for money, through the development of a comprehensive Value For Money Strategy;	Finance and Economic Development Portfolio Holder/ Management Board	<p><b>Justification (February 2009)</b></p> <p>The Council undertook a detailed corporate 'Value For Money Review' in 2008/09 order to explore the facts that underlie the views previously expressed by the Audit Commission on the authority's provision of value for money. A thorough review and updating of the Council's existing Value for Money Strategy is to be progressed as part of this ongoing value for money process.</p> <p><b>Progress (November 2009)</b></p> <p>A thorough review and updating of the Council's Value for Money Strategy has been completed following the corporate 'Value For Money Review' undertaken in 2008/09. All Directorates consider ways of reducing their costs through providing services in more streamlined ways. For example, over the last four years the Housing Directorate has saved around £1.15 million (cumulatively) through the introduction of more innovative ways of working.</p> <p>The Council has refocused its annual 'Cost and Performance Benchmarking Analysis' to concentrate on the use of the national cost and performance information published by the Audit Commission through its 'Value For Money Profile' tool, in order to improve the Council's existing arrangements for the annual scrutiny of its Value for Money performance. The Cost and Performance Benchmarking Analysis</p>

		<p>examines and comments on the Council's costs and performance as identified by the Audit Commission, to provide an initial indicator of the relationship between service costs and performance and identify areas where further more detailed and targeted analysis may be required.</p> <p>The detailed Cost and Performance Benchmarking Analysis was considered by the Finance and Performance Management Scrutiny Panel on 17 November 2009, and the Scrutiny Panel has identified a need to keep the ongoing performance of the Council's Benefits Division under review, particularly following a review of the service to be undertaken in early 2010. The Council's score for the Value for Money theme of the Organisational Assessment for 2009/10 was Level 2.</p>
		<p><b>Progress (March 2010)</b></p> <p>The Audit Commission had recently published its 'Value For Money Profile' for 2008/09, although this is in a radically different form from previous years. Although the Commission has undertaken a thorough overhaul of the Value For Money Profile to reflect the introduction of the National Indicator set in April 2008, the new version of the profile does not easily allow for the production of bespoke comparisons or comparator groups, in order to facilitate the level of benchmarking previously utilised for the Council's own cost and performance analysis. As a result, it is unlikely that the Council will be able to carry out the same level of detailed research undertaken in previous years. Although accepting the limitations of the new version of the Value For Money Profile, it is important to maintain the progress the Council had already made in terms of demonstrating an understanding of its service costs and performance. An appropriate form of cost and performance benchmarking analysis or 2008/09, achieving comparisons with other Essex and 'family group' authorities wherever possible, is therefore to be developed, with a view to the analysis being considered by the Value For Money Sub-Group of the Finance and Performance Management Scrutiny Panel during late Summer 2010. A review of the Council's current Value For Money Strategy has also recently been commenced.</p>



9.	To maintain the Council's sound financial position and its policy of not increasing Council Tax by more than 2.5%.	Finance and Economic Development Portfolio Holder/ Director of Finance and ICT	<p><b>Justification (February 2009)</b> The Council has an established policy of remaining a low tax authority. In the current economic climate it is considered to be particularly important not to further burden local residents with unacceptable rises in Council Tax levels.</p> <p><b>Progress (November 2009)</b> The Medium Term Financial Strategy (MTFS) approved by Cabinet on 16 November 2009, has Council Tax increases of 2.5% as one of the key assumptions. The MTFS also demonstrated that, with a structured savings, efficiency and investment programme, the Council can remain in a sound financial position over the medium-term.</p> <p><b>Progress (March 2010)</b> The outturn reports for the year ended 31 March 2010 show that the Council has maintained its sound financial position and reserves are higher than had been anticipated. Council Tax was only increased by 1.5% for 2010/11, and the Medium Term Financial Strategy approved as part of the 2010/11 budget process, was based on future increases of 2.5%. Progress on this strategic priority has been delivered whilst securing sound financial health.</p>
10.	To improve performance on the processing of benefit claims and changes of circumstances.	Finance and Economic Development Portfolio Holder/ Director of Finance and ICT	<p><b>Justification (February 2009)</b> The benefits service is a key service area for some of the most vulnerable residents of the district. The current level of performance is not acceptable and, following the introduction of a new ICT system, significant performance improvements are anticipated. Performance against the processing of benefit claims and changes of circumstances, is measured by National Indicators 180 and 181 and the Council's relevant local performance indicators.</p> <p><b>Progress (November 2009)</b></p>

A new ICT system has been implemented and performance is improving. To build on the progress, the Cabinet approved a re-structure of the Benefits Service in July 2009, although further progress has unfortunately been hampered by an increase in staff turnover. An external inspection of the Benefits Service is scheduled for January 2010, and this should provide guidance on the further steps that are necessary. As part of its recent consideration of the Council's annual Cost and Performance Benchmarking Analysis, the Finance and Performance Management Scrutiny Panel has identified a need to keep the ongoing performance of the Benefits Service under review, particularly following the forthcoming inspection of the service.

**Progress (March 2010)**

The Audit Commission undertook a formal inspection of the Benefits Service during 2009/10, and reported that the service is 'poor and has uncertain prospects for improvement'. Although the Council was disappointed with the conclusions of the report, it was pleased to note that the Commission considered that its frontline staff provide very good customer care to claimants, particularly as workloads have greatly increased due to the current economic climate, with significantly more people claiming benefits, many of whom have not had to do so before and therefore require additional support.

Performance on new claims improved from an average of 47 days in 2008/09 to an average of 33 for 2009/10. Within the overall average there was an improving trend during the year, as the average for the final quarter was 28 days. Performance on changes of circumstance was good, with a reduction in the average processing time from 6.05 days in 2008/09 to 4.85 days in 2009/10.

A detailed action plan has been drawn up in response to the recommendations arising from the service inspection and these should help with further reductions in processing times. The Council has already approved the refurbishment of Limes Farm Hall at Chigwell, and

11.	<p>To develop a strategy for the achievement of the level of efficiency savings identified within the Council's medium-term financial strategy.</p>	<p>Finance and Economic Development Portfolio Holder/ Director of Finance and ICT</p>	<p>it is planned to improve access to services by locating benefits staff at this site in future.</p> <p><b>Justification (February 2009)</b> The medium-term financial strategy sets challenging savings targets for future years, in order to bring the Council's budget back into balance. For these targets to be achieved without reducing levels of service in key areas, a clear strategy will be required. Efficiency savings are measured by National Indicator 179.</p> <p><b>Progress (November 2009)</b> The Finance and Performance Management Cabinet Committee has established a Working Group to identify areas for efficiency savings review. The initial recommendations of the Working Group were approved by the Cabinet Committee on 23 November 2009, and work has commenced on some of the agreed projects.</p> <p><b>Progress (March 2010)</b> The Council set a target of £300,000 for National Indicator 179 (Efficiency Savings) for 2009/10, and this was exceeded by £11,000. It is likely that the savings shown in the current Medium Term Financial Strategy (MTFS) will have to be increased, and a report updating some of the MTFS assumptions was made to the Finance and Performance Management Cabinet Committee at its meeting on 14 June 2010. Work has commenced on updating the savings strategy, and a report in this respect will be made to the Cabinet in July 2010.</p>
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**LEGAL AND ESTATES PORTFOLIO**

12.	To review the Council's landholdings in order to coordinate competing land use proposals, to fulfil the authority's operational requirements and achieve value for money.	Legal and Estates Portfolio Holder/ Director of Corporate Support Services	<p><b>Justification (February 2009)</b> There are a number of proposals at varying stages of progress, involving Council owned land in and around The Broadway and the Langston Road Depot at Loughton, the Town Mead Depot, at Waltham Abbey, the Epping Depot and North Weald Airfield. These possible redevelopments together with the need to provide operational facilities for various services potentially displaced such as refuse vehicles, must be coordinated in order to achieve the best possible outcomes for the Council</p> <p><b>Progress (November 2009)</b> An Asset Management Co-ordinating Group has been established, chaired by the Chief Executive, with representatives from all Directorates at Director or Assistant Director level together with the Principal Valuer and Estate Surveyor. The terms of reference for the group are:</p> <p>(a) To consider and recommend to Corporate Executive Forum, Management Board and Cabinet proposals for the use, development or disposal of key sites to achieve best consideration by:</p> <ul style="list-style-type: none"> <li>• generating capital receipts from outright sale;</li> <li>• investment in re-development to generate new revenue streams through ground leases/unit rentals; or</li> <li>• achieving efficiency gains through relocation of Services.</li> </ul> <p>(b) To consider annually revisions to the Asset Management Plan and to approve the draft plan before submission to Cabinet ensuring compatibility and consistency with the Council's Capital Strategy;</p> <p>(c) To have regard to previous Cabinet decisions relating to increasing the amount of affordable housing in the District when considering</p>
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		<p>any general fund assets which may become surplus to requirements;</p> <p>(d) To consider strategic and management issues in relation to Depots that cannot be resolved at an operational level; and</p> <p>(e) To consider strategic matters in relation to the office accommodation strategy to ensure the most effective use of the available accommodation.</p> <p>The Deputy Chief Executive and the Director of Environment and Street Scene are both members of the group, and also attend the North Weald Airfield Strategy Cabinet Committee which ensures coherence between the work of the two groups, particularly when considering North Weald Airfield as a potential location for the relocation of some Council services.</p> <p>Considerable progress has been made on developing a strategy for relocating Council services from Langston Road Depot to free up the site for sale or redevelopment, and reports will be submitted to the Cabinet and the North Weald Airfield Strategy Cabinet Committee in December 2009, on the various implications for member consideration, including budgetary requirements for undertaking feasibility studies for this and other key sites within the district.</p> <p>The Coordinating Group is currently meeting at four-weekly intervals, which reflects the importance of the work being undertaken and the need to ensure that unnecessary delays do not occur in progressing the development of key sites.</p> <p><b>Progress (March 2010)</b></p>
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			<p>The North Weald Airfield Cabinet Committee has been renamed The North Weald Airfield and Property Assets Review Cabinet Committee, and it's terms of reference have been extended accordingly. Minutes of the Asset Management Coordinating Group are submitted to the Cabinet Committee, and other reports detailing proposals for other key sites would be submitted to this Committee for consideration.</p> <p>In February 2010, the Cabinet also approved bids for District Development Fund funding (£135,000) and Housing Revenue Account funding (£60,000) for 2010/11, to enable exploratory work to be undertaken using specialist surveyors and consultants when considering the condition and development potential of specific sites. As part of the bid process, twelve specific sites were identified, and these bids were subsequently approved by the Council as part of the budget for 2010/11.</p>
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13.	To externally review the future provision of the Council's Estates and Valuation Service.	Legal and Estates Portfolio Holder/ Director of Corporate Support Services	<p><b>Justification (February 2009)</b> To ensure the provision of value for money in the delivery of the Estates and Valuation service</p> <p><b>Progress (November 2009)</b> An external review of the Council's Estates and Valuation Service has been conducted by CIPFA Consulting, the findings of which were reported to the Cabinet in June and July 2009. The main conclusions reached by CIPFA were:</p> <ul style="list-style-type: none"> <li>• That the retention of the in-house service, coupled with procuring specialist outside advice as required, represented the best value for money for the delivery of an Estates and Valuation Service;</li> <li>• That the service was not suitable for outsourcing or externalisation through contract; and</li> <li>• That the Estates and Valuation Section was under resourced compared with other authorities with similar size portfolios and levels of activity.</li> </ul> <p>The Cabinet accepted the findings of the review and, at its meeting on 13 July 2009, agreed to maintain the in-house service subject to there being no increase in current establishment costs.</p> <p><b>Progress (March 2010)</b> This priority objective has been completed and all relevant Cabinet decisions have been implemented.</p>
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**HOUSING PORTFOLIO**

14.	To improve the responsive repairs service to tenants, particularly response times, through a partnership with a large private repairs management company	Housing Portfolio Holder/Director of Housing	<p><b>Justification (February 2009)</b>                  Although tenant satisfaction with the repairs service is high, the Council has poor response times, and there is a need to introduce improved working methods, to improve efficiency and effectiveness. Large private repairs companies now have a wealth of experience, and can apply modern management techniques to a building maintenance workforce. The Council will also benefit from their ICT, budgetary control, stores procedures and excellent supply chain</p> <p><b>Progress (November 2009)</b>                  The Cabinet has agreed a Strategy for a step-change in responsive repairs performance, following the incorporation of the former Works Unit within the Housing Directorate, which has been branded as the "Repairs Refresh Programme". In summary, the Strategy is to:</p> <ul style="list-style-type: none"> <li>• Reduce the Council's direct labour workforce to a core team;</li> <li>• Increase the use of contractors appointed under framework agreements';</li> <li>• Procure private sector ways of working through the appointment of a Private Repairs Management Contractor to manage the Council's Housing Repairs Service;</li> <li>• Relocate the Housing Repairs Section from the Civic Offices to the Epping Depot, so that all officers involved in the provision of the Repairs Service are co-located in the same location;</li> <li>• Structurally combine the existing Housing Repairs Section and Works Unit into one Housing Repairs Service;</li> </ul>
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		<ul style="list-style-type: none"> <li>• Form a Housing Repairs Advisory Group, comprising senior members and representatives of the Tenants and Leaseholders Federation, to oversee the implementation of the Repairs Refresh Programme;</li> <li>• Through the above initiatives, significantly improve the performance and efficiency of the Council's Housing Repairs Service, whilst maintaining the continuing high levels of tenant satisfaction with the Repairs Service.</li> </ul> <p>The Repairs Advisory Group has been formed, and has met three times, including a visit to the Epping Depot. A specialist public sector procurement consultant, Cameron Consulting, has been appointed to assist the Council with preparing the specification, tendering and appointment of the Private Repairs Management Contractor. They have produced a Project Initiation Document (PID), met with staff and the Advisory Group, and will be producing a Procurement Strategy early in the new year</p> <p>The direct workforce has been reduced by 8 posts, saving £182,000. More repairs orders have been placed with framework contractors, with competitive rates, and there has been less use of sub-contractors (whose work has reduced by £184,000 over the past year). Staff in the Housing Repairs Section relocated from the Civic Offices to the Epping Depot at the beginning of November 2009. Following consultation with staff and the unions (from which no formal comments were received), in November 2009, the Cabinet approved a new structure for the combination of the Housing Repairs Section and the Works Unit, which is now being implemented. The new structure will save around £60,000 per annum.</p> <p>Following implementation of the Repairs Refresh Programme, the four key targets for repairs response times were all met or exceeded in both Quarter 1 and Quarter 2 of 2009/10 (which is the first time since records have been kept), whilst tenant satisfaction with the repairs service has</p>
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			<p>been maintained at 99% general satisfaction.</p> <p><b>Progress (March 2010)</b></p> <p>Following a detailed and methodical pre-qualification questionnaire process, five contractors have been shortlisted to tender for the External Repairs Management Contract. The detailed specification is currently being drafted, and will be approved by the Repairs Advisory Group.</p> <p>The former Housing Repairs Section has been co-located with the former Works Unit at the Epping Depot, to form the new Housing Repairs Service. The Service has been stuck by a number of long-term absences at the senior level, which was always thin in any event. This has resulted in three temporary managers having to be appointed (two part-time). However the new structure has been agreed, and recruitment is now taking place. It is envisaged that the new structure will be fully in place by September 2010. Although much better than in previous years, the end-of-year performance was not as good as the beginning of the year.</p>
15.	To significantly increase the number of people receiving financial support provided to private occupiers, to help meet the decent homes standard, improve thermal efficiency and install disabled adaptations, through a new, properly resourced, Private Sector Housing Strategy	Housing Portfolio Holder/Director of Housing	<p><b>Justification (February 2009)</b></p> <p>The Council receives significant capital resources from the Government to provide grants and loans to private occupiers to help them meet the decent homes standard, improve thermal efficiency and install disabled adaptations. However, the current Private Sector Housing Strategy was only partly introduced, due to insufficient revenue funding being allocated due to uncertainties about the future costs of the waste management service at the time. The Strategy now needs to be updated and properly resourced.</p> <p><b>Progress (November 2009)</b></p> <p>The Private Sector Housing Renewal Strategy 2007-09 was approved by the Cabinet in December 2006, and explains how the Council intends to ensure good quality housing in the private sector; how IT will offer financial assistance in certain circumstances' and how legal powers will be used to secure improvements where private sector properties fall</p>

			<p>below the minimum standard.</p> <p>In July 2009, the Housing Scrutiny Panel received a progress report on the Strategy, highlighting the fact that its success has been inhibited, mainly as a result of uncertainties at the time of adopting the Strategy over the likely cost of the waste management contract, which affected members' ability to properly fund the Strategy, particularly in relation to the staffing levels required. In October 2009, the Cabinet extended the provisions of the Strategy until 2011.</p> <p>In November 2009, the Cabinet agreed the appointment of a part-time post, temporary for three years, to help assist the implementation of the Strategy, with a particular emphasis on minimising/reducing the number of empty homes, and introducing - and monitoring compliance with – licences and standards for mobile home sites.</p> <p><b>Progress (March 2010)</b></p> <p>The numbers of grants provided to private sector occupiers, and associated capital expenditure, was significantly increased in 2009/10, mainly due to the Private Sector Housing Section having a full complement of staff for most of the year. 123 grants for small works, thermal comfort and decent homes assistance were processed and paid during the year, with an associated cost of £310,000. A further 67 disabled facilities grants were also processed and paid, with associated expenditure of a further £372,000.</p>
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**PERFORMANCE MANAGEMENT PORTFOLIO**

16.	To improve performance on the processing of planning applications, as measured by National Indicator 157	Performance Management Portfolio Holder/Director of Planning and Economic Development	<p><b>Justification (February 2009)</b>  Performance on the processing of planning applications, as measured by National Indicator 157, is behind target as at the third quarter of 2008/09. Investigation of means to improve performance is underway, but improvements may be dependent on changes to the current scheme of delegation.</p> <p><b>Progress (November 2009)</b>  As at the second quarter of 2009/10, current performance is just behind target on two of the three elements of National Indicator 157 (NI157(a) 'Major' applications and NI157(b) 'Minor' applications). However, NI157(c) ('Other' applications) has seen its highest ever performance, reflecting the achievement of a very high turnaround of planning applications dealt with under delegated powers. The introduction of the three-week Area Plans Sub-Committee cycle has also contributed to improved performance but, in general, those applications missing target deadlines are those either referred to a Sub-Committee or subject to the signing of a legal agreement.</p> <p><b>Progress (March 2010)</b></p>
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			<p>At the end of year, the target for NI157(c) ('Other' applications) of 93.00% has been achieved, predominantly as a result of the effective use of existing delegated powers. Performance against NI157(a) ('Major' applications) remains volatile and is below target for the year, due to the low number of applications received, and the fact that determination deadlines are missed when a decision cannot be issued until a legal agreement has been completed. Applications measured by NI157(b) ('Minor' applications) are generally considered at Area Plans Sub-Committee level, and performance for the year is also below target. Improvements in NI157(b) performance are unlikely to be achieved without more regular Sub-Committee meetings (an option that has previously been rejected by members), and the more timely submission of application comments by local councils.</p>
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**ENVIRONMENT PORTFOLIO**

17.	With the Council's contractor Sita, to commence the implementation of agreed changes to the waste management service by September 2009	Environment Portfolio Holder/Director of Environment and Street Scene	<p><b>Justification (February 2009)</b> The Council is committed to playing a full part in achieving the targets and aspirations of the Essex Joint Municipal Waste Management Strategy. Changes to the service to improve recycling and diversion performance are critical in meeting this commitment.</p> <p><b>Progress (November 2009)</b> The revised waste management service was implemented on schedule on 7 September 2009. Although there were the expected teething difficulties, with very high volumes of calls from the public, performance looks encouraging with a recycling rate of more than 60% for the first three weeks of the service (i.e. to the end of September 2009). If this level were to be maintained, the overall recycling level at the end of 2009/10 would be around 54%. This would result in a significant improvement in the level of recycling credit income, possibly as high as £450,000 over the budgeted sum. However, this is based on limited data and the financial position will be better understood once the new system has been operating for a few months.</p> <p>The Inter Authority Agreement (IAA) has been signed by all Essex waste collection authorities, except Colchester Borough Council, and the IAA Officer Support Group has been established. Discussions are underway in respect of changes to the present member arrangements including, in particular, a review of the three existing Area Joint Waste Committees. The Essex Waste Partnership has been awarded £100m in PFI credits to support the development and construction of the infrastructure required to deliver the Joint Waste Strategy.</p> <p><b>Progress (March 2010)</b></p>
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			<p>The new waste management service has settled in well with the volume of calls received reverting to normal levels. Difficulties were encountered during the severe weather in December 2009 and January 2010, which is the subject of a detailed review. The unaudited outturn for recycling performance for 2009/10 is 51.2%, which is a very creditable increase over a relatively short period of time, especially given the difficulties over the last Christmas and New Year period. Some capacity difficulties still exist on the food and garden waste service, due to the change from unlimited sacks to a 180 litre wheeled bin. Member and officer arrangements for supporting the new Inter-Authority Agreement have been agreed.</p>
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**COMMUNITY SAFETY AND TRANSPORT PORTFOLIO**

18.	To complete and publish the Executive Summary to the Safer Communities Partnership Plan for the district by 31st May 2009.	Community Safety and Transport Portfolio Holder/Director of Environment and Street Scene	<p><b>Justification (February 2009)</b> Under the The Crime and Disorder (Formulation and Implementation of Strategy) Regulations 2007, each CDRP/Safer Communities Strategy Group has a statutory obligation to prepare a partnership plan for their area. This plan is a restricted document and so there is a further obligation to prepare an executive summary of that plan for publication.</p> <p><b>Progress (November 2009)</b> Although the deadline date of 31 May 2009 was not achieved, the Executive Summary to the Safer Communities Partnership Plan has been completed and published</p> <p><b>Progress (March 2010)</b></p>
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			<p>The Community Safety Partnership has prepared its Strategic Assessment and associated Executive Summary for 2010, which will be considered by the Strategy Panel at its first meeting in the new municipal year.</p>
19.	<p>To achieve accreditation for the Council's Environment and Neighbourhood Officers under the Essex Police Community Safety Accreditation Scheme by June 2009.</p>	<p>Community Safety and Transport Portfolio Holder/Director of Environment and Street Scene</p>	<p><b>Justification (February 2009)</b>  As part of the Council's Safer, Cleaner, Greener initiative, a team of Environment and Neighbourhood Officers has been established. Accreditation under the Essex Police Community Safety Accreditation Scheme is necessary before certain extra powers which are available at the discretion of the Chief Constable can be conferred on officers of the Environment and Neighbourhood Team.</p> <p><b>Progress (November 2009)</b>  The Council is now an accredited organisation and all Environment and Neighbourhood Officers have successfully attained individual accreditation.</p> <p><b>Progress (March 2010)</b>  The Council achieved accreditation by November 2009, and all Environment and Neighbourhood Officers have also successfully attained individual accreditation.</p>
20.	<p>To implement 'localism' in respect of the local County highways service and to ensure that the Council's Environmental Response Team and the County Council's 'Highway Ranger' service provide complementary services to the residents of the district</p>	<p>Community Safety and Transport Portfolio Holder/Director of Environment and Street Scene</p>	<p><b>Justification (February 2009)</b>  Essex County Council are delegating some decision making on local highway matters down to the District Council. This follows pilot schemes in Essex which have demonstrated benefits to the local community through a greater understanding of issues and the ability to influence local priorities.</p> <p><b>Progress (November 2009)</b></p>



			<p>The Local Highways Panel has been established and has met on two occasions this year. Criteria have been established for dealing with member 'sponsored' highway schemes. Whilst the Council's own Response Officer and the Highway Ranger Services are fully established, they tend at present to operate independently of each other, although this has not led to any duplication of effort due to the different ways they receive work. However, discussions are underway between the Council and Essex County Council with a view to the services being 'merged', with the County Council providing direct funding to this Council for the provision of ranger services.</p>
			<p><b>Progress (March 2010)</b></p> <p>The Local Highways Panel has continued to meet on a regular basis and changes have been made to its constitution to provide for additional representation by town and parish councils, and the granting of full voting rights to all local council members. The Council has been approached by Essex County Council with a view to the Council providing the Highway Ranger service on behalf of the County Council, with the County providing the relevant funding. Details of the funding package to be made available is currently awaited.</p>
21.	To complete all the outstanding parking reviews within the district.	Community Safety and Transport Portfolio Holder/Director of Environment and Street Scene	<p><b>Justification (February 2009)</b></p> <p>Key priority identified at Cabinet meeting on 5 February 2009. Priority relates to the parking reviews for Epping, Buckhurst Hill and the Broadway at Loughton.</p>
			<p><b>Progress (November 2009)</b></p>

		<p>Progress has been made against all three outstanding parking reviews.</p> <p>The reviews for Epping and Buckhurst Hill have completed all the informal stages of consultation, and are now with Essex County Council's Portfolio Holder prior to formal publication of the respective Traffic Regulation Orders. Once published, there is a formal twenty-one day period of consultation, following which the County Portfolio Holder will make a final decision on changes ahead of final publication and implementation. This process will extend into the early New Year.</p> <p>The Broadway, Loughton review has completed its initial public consultation period, the outcome of which is currently being assessed by officers of the County Council. Once undertaken, there will be an opportunity for a final overview by members of this Council before the review follows the same procedural route as those for Epping and Buckhurst Hill. Given the similar timeframes, the scheme will probably not be implemented on the ground until the summer of 2010.</p> <p><b>Progress (March 2010)</b></p> <p>Progress remains stubbornly slow, with none of the three parking reviews having been completed. This is due to a combination of factors, including the availability of resources at Essex County Council, and the significant levels of public response to the consultation exercises which has required very detailed analysis and changes to the proposals. The Epping Traffic Regulation Order, which will implement final proposals for Epping, is scheduled for formal twenty-one day consultation during April/May 2010.</p>
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**LEISURE AND WELLBEING PORTFOLIO**

22.	To play an active part in the delivery of initiatives being co-ordinated by the Local Strategic Partnership, aimed at reducing Health Inequalities in the areas of greatest need across the district.	Leisure and Wellbeing Portfolio Holder/Deputy Chief Executive	<p><b>Justification (February 2009)</b>  A presentation on health inequalities and the Essex wide report published in February 2008 by the Audit Commission and PKF (UK) LLP, was made to the Overview and Scrutiny Committee on 6 November 2008, by the Director of Public Health of the West Essex Primary Care Trust. In response, the Council intends to participate in the development of local Health Inequalities Strategy and action plan, through its membership of the Epping Forest Local Strategic Partnership.</p> <p><b>Progress (November 2009)</b>  A key contribution to improving health inequalities across the district is made through the Council's 'Active Health' programme, which offers a wide range of physical activity opportunities for older people. The programme is delivered through the Councils Sports and Health Development team, who also contribute to the health inequalities agenda via targeted work in areas of most need, and through work delivered in conjunction with Tottenham Hotspur Foundation.</p> <p><b>Progress (March 2010)</b>  The Councils Sports and Health Development Team has continued to contribute to the health inequalities agenda, via targeted work in areas of most need. The Council has undertaken falls prevention activities as part of the 'Active Health' programme, which is externally funded until 2012 and is publicised through a range of books and DVD's etc, and has also worked with Voluntary Action Epping Forest on the continued development of falls prevention and seated exercise activities. A project for the development of allotments at the Council's sheltered housing schemes is currently being progressed, in order to address an identified gap in community development service provision in the 18 to 50 years old range.</p>
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			<p>Following a presentation to Harlow Health Centre's Trust (HHCT) in April 2010, funding has been agreed by HHCT, to develop 'HealthWorks', a new health improvement programme for young people living in Waltham Abbey. The HHCT will initially be funding the project by a sum of £40,000 per annum for two years. The HealthWorks project will be managed by the Council's Community Services Team, in conjunction with NHS West Essex.</p>
23.	Subject to the outcome of the feasibility study, to commence the construction of a sports hall and changing rooms at Waltham Abbey Swimming Pool.	Leisure and Wellbeing Portfolio Holder/Director of Environment and Street Scene	<p><b>Justification (February 2009)</b></p> <p>The achievement of this objective will enable the continuation of some leisure facilities which may be lost due to the Council withdrawing from the Joint Use Agreement with King Harold School at Waltham Abbey Sports Centre in January 2010.</p> <p><b>Progress (November 2009)</b></p> <p>As requested by the Cabinet, SLM have brought forward proposals to link together consideration of an early extension to their current contract alongside the construction and management of the new hall at Waltham Abbey Swimming Pool. However, at present these proposals do not meet the underpinning requirement of Cabinet that the construction and management of the new hall at Waltham Abbey Swimming Pool should at worst be revenue neutral and preferably income generating. Recent statements by King Harold School stating its intention to retain community/club use after the Council's withdrawal from the Joint Use Agreement, may merit a further appraisal of this project</p> <p><b>Progress (March 2010)</b></p> <p>The withdrawal of the Joint Use Agreement with King Harold School was successfully completed in January 2010, and the School has provided for continued use of the former sports centre. Feasibility work has continued in respect of the proposed new sports hall at the Waltham Abbey Swimming Pool site, with the intention of submitting a pre-planning application ahead of budget decisions for 2011/12.</p>

24.	To implement the operational changes required following the completion of the review of the North Weald Airfield Strategy by the Cabinet Committee.	Leisure and Wellbeing Portfolio Holder/Director of Environment and Street Scene	<p><b>Justification (February 2009)</b> To ensure the continuation of the present service and/or manage any changes for the airfield or on the land adjacent to the airfield.</p> <p><b>Progress (November 2009)</b> No progress has been possible against this priority objective, given delays in the North Weald Airfield Strategy Cabinet Committee process. However, there remains interest from a range of parties in respect of enhanced aviation activities, waste management facilities, depot facilities and usage in support of the London Olympic Games in 2012, utilising land both on and off the airfield.</p> <p><b>Progress (March 2010)</b> Progress against this priority awaits the outcome of the aviation review of the Airfield, which is scheduled for completion before the end of 2010. The North weald Airfield strategy Cabinet Committee has considered issues around the use of the Airfield during the 2012 Olympic Games, and will also consider the use of land outside of the operational airfield boundaries.</p>
25.	To build on the work of the Epping Forest Youth Council in its first full year of operation, and implement the actions arising from the 'Big Youth Debate' in 2008.	Leisure and Wellbeing Portfolio Holder/Deputy Chief Executive	<p><b>Justification (February 2009)</b> The Youth Council has been active in a number of areas and undertaken a substantial piece of consultation with young people. In 2009/10 it is hoped to deliver a number of practical outcomes to improve young people's provision across the district.</p> <p><b>Progress (November 2009)</b></p>

			<p>Following on from the Big Youth Debate in November 2008, the Youth Council adopted the following five core themes to address over 2009/10:</p> <ul style="list-style-type: none"> <li>• The Environment;</li> <li>• Transport;</li> <li>• Safety and Social;</li> <li>• Activities for Young People; and</li> <li>• Perceptions of Young People.</li> </ul> <p>Respective sub-groups were set up to look at each of these themes and a detailed presentation on work undertaken in relation to these was given to the Overview and Scrutiny Committee in November. As Youth Councillors were due to reach the end of their terms of office in December 2009, elections were held in local schools during September 2009, and a new Youth Council consisting of twenty-three young people is now in office for the next two years.</p> <p>The Youth Council has expressed a wish to be able to report directly to the Cabinet on issues affecting its work. This approach has been agreed in principle by the Leader of the Council, and appropriate arrangements are to be implemented.</p> <p><b>Progress (March 2010)</b></p> <p>The new Youth Council held a 'Promoting Local Democracy' youth conference in March 2010, to enable the Youth Councillors to talk with young people about issues they face, in order to develop priority actions for the year ahead.</p> <p><b>Justification (February 2009)</b></p> <p>The Olympic venue could be a catalyst for social and economic regeneration of Waltham Abbey and the surrounding area.</p> <p><b>Progress (November 2009)</b></p>
26.	To maximise the legacy benefits of the 2012 Olympic white water canoe venue, in liaison with the Borough of Broxbourne and the Lee Valley Park Authority.	Leisure and Wellbeing Portfolio Holder/Deputy Chief Executive	

			<p>The Council is represented on the Stakeholder Group for the 2012 Olympic white water canoe venue, and a number of working groups aimed at maximising the social, sporting, tourist and general economic legacy of the canoe venue.</p> <p>In terms of shorter-term benefits presented by the London 2012 Olympic Games, the Council has agreed to explore several opportunities at North Weald Airfield around caravanning, park and ride facilities and business aviation.</p> <p><b>Progress (March 2010)</b></p> <p>The Council has continued to be represented on the Stakeholder Group for the London 2012 Olympic games white water canoe venue, and a number of working groups aimed at maximising the social, sporting, tourist and general economic legacy of the canoe venue. Negotiations have also continued with respect to possible uses of North Weald Airfield during the Olympic Games.</p> <p>In line with the Cultural Olympiad, the Council's Museum and Sports Development Teams have commenced the development of a 'Sporting Heroes' exhibition, that will be on display at the Epping Forest District Museum and then toured across Essex and the Eastern Region. This is the first Olympic project within the District to gain the coveted Olympic 'Inspire Mark'.</p>
27.	To work with partners and the local community to provide improved facilities at Limes Farm Hall.	Leisure and Wellbeing Portfolio Holder/Deputy Chief Executive	<p><b>Justification (February 2009)</b></p> <p>The current hall has fallen into poor repair and does not meet the needs of local people. An opportunity exists to work with other partners to provide a venue for the delivery of a range of community services.</p> <p><b>Progress (November 2009)</b></p>

			<p>Following the success in securing £270k from Essex County Council towards the development of new community facilities at Limes Farm, an external options and feasibility study was undertaken in October 2009. The study identified five options for development, ranging from the simple refurbishment of the existing building, to the establishment of a large purpose built multi-agency facility. Option 2b was considered and agreed by the Cabinet in November 2009 as the most realistic proposal for Limes Farm, and this will see a complete refurbishment of the existing hall, plus two new extensions to incorporate a mini-service centre with housing and benefits advice and a new youth facility with availability for daytime use by older residents. This option also enables the Primary Care Trust, Police and other service providers to be accommodated on the same site. Officers are now pursuing further external funding for the project.</p>
			<p><b>Progress (March 2010)</b></p> <p>In April 2010, the Council agreed to commit funding of £802,000 towards the re- development of Limes Farm Hall at Chigwell to enable the complete refurbishment of the facility. This financial commitment will see the undertaking of a full refurbishment of the Community Hall, the addition of two new extensions and improved on site parking.</p>
28.	To develop a multi-sports facility at Ongar Leisure Centre, providing high quality facilities for a range of outdoor sports.	Leisure and Wellbeing Portfolio Holder/Deputy Chief Executive	<p><b>Justification (February 2009)</b></p> <p>Capital provision has been made for the development of the pitches at Ongar Leisure Centre. Match-funding is currently being sought from the Football Foundation to add to the £200,000 already secured from the Essex Legacy 2012 Olympic Fund.</p> <p><b>Progress (November 2009)</b></p>



			<p>Following the decline of an application to the Football Foundation and subsequently Sport England Rural Fund, the Olympic Legacy funding offer for the multi-sports facility was withdrawn, as the project could no longer meet required timescales.</p> <p>Options for alternative funding for the provision of a multi-sports facility Ougar continue to be pursued. However, in the event that alternative funding is not secured, the use of the existing grass pitches will be continued and options for the potential development of an astro-turf pitch in another part of the district will be considered.</p> <p><b>Progress (March 2010)</b></p> <p>In February 2010, the Council agreed to commit funding of £507,000 towards the provision of a new third generation Astro turf pitch to be located at Town Mead in Waltham Abbey. This decision was based on a Business Plan forecast that would realise a revenue return to the Council of approximately £38,000 per annum.</p>
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