

## KEY OBJECTIVES 2012/13 - PROGRESS REPORT

### 1. The development of the Council's new Local Plan as the spatial strategy for development and growth across the Epping Forest District, and to support the aspirations of the Community Strategy for the district

Action	Status	Progress
C01.a - Develop the Council's new Local Plan	N/A	<i>This is the high-level action for Key Objective CO1.a. See progress against the specific next level actions CO1.a(i), CO1.a(ii) and CO1.a(iii)</i>
C01.a - (i) Establish joint working arrangements with other relevant local planning authorities	On Track	<p>(October 2012) The Council has a long history of joint working with other local bodies on Planning and other issues of strategic importance; in particular concerning Harlow and areas around Waltham Abbey. Indeed the Council has a significant number of neighbouring and other authorities (such as the Corporation of London concerning Epping Forest) with whom it cooperates, and it will continue with that cooperation, but also has considered where it needs to engage with others where that same level of working has not existed (and which may include some of the neighbouring or nearby London Boroughs) It also needs to continue to cooperate with the West Essex Alliance and the South East Local Enterprise Partnership and the Anglia Growth Partnership or on particular topics where there are common interests.</p> <p><b>(March 2013) This work continues; indeed, the Council recognises that it has many neighbours and a good number of strategy issues to address, but also that other Councils have struggled with this duty, which has then adversely impacted upon their Local Plan making efforts. Considerable resources are being devoted to these activities, and they represent an important ongoing commitment for the Council to achieve the right outcomes for the District.</b></p>
C01.a - (ii) Development of the new Local Plan	On Track	<p>(October 2012) The Council has made good progress with its Local Plan in the last six months. Highlights include adding more studies to the evidence base (for example a study into issues concerning the glasshouse industry in the area.) The Council has boosted its efforts to focus on delivery of the Plan by using project management, and by introducing several contract posts to supplement its establishment team. In particular it undertook an eleven week consultation into its Issues and Options, which has elicited around six thousand responses, and which it is now starting to analyse.</p> <p><b>(March 2013) The Council has continued to make good progress with the Local Plan in the last six months, although the population projections appear to have risen having regard to the census information; extra work is being undertaken using up to date ONS data. The team lost some staff, but these have promptly been replaced. Cover arrangements are being put in place to cover some known absences over the next six months. Progress is highlighted, in particular to Cabinet, and more frequent checks about project management compared to resources are being made and reported.</b></p>
C01.a - (iii) Submission of Local Plan progress reports to Management Board	On Track	<p>(October 2012) As the Council reflected on changes to the Planning system; in particular the introduction of the National Planning Policy Framework and the transition arrangements therein, which emphasised the need to move quickly to produce a new Local Plan, but also to have a plan that was procedurally judged to be sound, the progress has been reported to the Management Board at two weekly intervals to begin with, and more latterly at four week intervals. Management Board have been satisfied with that progress, and similarly key matters have been reported to</p>

the Local Plan Cabinet Committee.

**(March 2013)** The reports to Management Board continue at four week intervals. The Leader and the Portfolio Holder for Planning have asked for a number of reports to come to the June Cabinet directly to ensure that they are seen by a wide group of Members. Consideration is being given to the use of the Local Plan Cabinet Committee in reporting such key matters, or whether to have a different reporting/discussion arrangement.

## 2. The achievement of the levels of net savings necessary to maintain the Council's sound financial position and the provision of the best level of service possible with reduced resources

Action	Status	Progress
C02.a - Ensure reduced use of reserves to balance the budget	Achieved	(November 2012) The Medium Term Financial Strategy approved by Council in setting the 2012/13 Budget in February 2012 showed a reduced use of reserves to balance the budget over the medium term. The use of reserves peaked in 2014/15 at £464,000 and reduced to £153,000 in 2015/16.
C02.b - Ensure General Fund Reserve Balance does not fall below acceptable level	Achieved	(November 2012) The predicted revenue balance at the end of 2015/16 was £7.624 million, which represented 51% of the Net Budget Requirement for 2015/16 and thus comfortably exceeded the target of 25%.
C02.c - Achieve improvement in the Council's Key Performance Indicators	Not Achieved	<b>(March 2013)</b> A range of thirty-two Key Performance Indicators (KPI) for 2012/13 was adopted by the Finance and Performance Management Cabinet Committee in March 2012, and a target was set for at least 70% of the indicators to achieve target performance by the end of the year. Improvement plans were produced for each KPI, setting out actions to be implemented in order to achieve target performance. The improvement plans were agreed by Management Board and were subject to ongoing review between the relevant service director and Portfolio Holder over the course of the year. The provisional outturn position with regard to the achievement of target performance for the KPIs for 2012/13 was as follows: (a) 19 (59.4%) indicators achieved the cumulative performance target for the year; and (b) 13 (40.6%) indicators did not achieve the cumulative performance target for the year. The Council's overall aim of achieving target performance for at least 70% of the KPIs for 2012/13 was not achieved.
C02.d - Continue to achieve high levels of revenue collection	N/A	<i>This is the high-level action for Key Objective CO2.d. See progress against the specific next level actions CO2.d.(i) and CO2.d.(ii).</i>
C02.d - (i) - Continue to achieve high levels of Council Tax collection	Achieved	<b>(March 2013)</b> For 2012/13 an in year collection rate of 97.82% was achieved, this exceeded the target of 97.80%.
C02.d - (ii) - Continue to achieve high level of NNDR collection	Not Achieved	<b>(March 2013)</b> For 2012/13 an in year collection rate of 96.85% was achieved, this fell short of the target of 97.50%.
C02.e - Implement improvements to the Council's housing repair service	N/A	<i>This is the high-level action for Key Objective CO2.e. See progress against the specific next level actions CO2.e(i), CO2.e(ii), CO2.e(iii) and CO2.e(iv)</i>

C02.e - (i) Introduction of a full housing repairs appointment system	Achieved	(November 2012) A full housing repairs appointment system was introduced in Spring 2012.
C02.e - (ii) Introduction of a new contract for supply of housing repair materials	Achieved	(November 2012) Good progress is being made. A tender exercise has been undertaken in accordance with EU Procurement Regulations. Tenders have been returned and are currently being assessed on the basis of the Most Economically Advantageous Tender (MEAT) (70% price / 30% quality). Site visits to prospective suppliers' depots were conducted during W/C 29th October 2012. The report on the tenders and the recommended supplier will be considered by the Housing Portfolio Holder later in November and the contract will be operational before the target date of 31 March 2013. It is envisaged that significant material supply chain savings will flow from this new initiative, which dovetails with the Housing Repairs Management Contract with Mears.  <b>(March 2013) Buildbase has been selected as the Council's Housing Materials Supplier and the new arrangements for the supply of all materials are now operational</b>
C02.e - (iii) - Achievement of target times for repairs management contract	Achieved	(November 2012) There has been a step change in performance of the Housing Repairs Service, since the appointment of Mears as the Housing Repairs Management Contractor in May 2011- as part of our strategic Repairs Refresh Programme. Repairs performance for Quarter 2 - 2012/13 (compared to 2010/11 - full year) is as follows: 99% of emergency repairs completed within 24 hours (2010/11 - 98%) 99% of urgent repairs completed within 5 working days (2010/11 - 69%) 99% of routine repairs completed within 6 weeks (2010/11 - 92%) 100% tenant satisfaction with the Repairs Service (2010/11 - 99%) However, the first year's operation of the Repairs Management Contract has identified that the suite of Contract KPIs are no longer appropriate, following the introduction of the full repairs appointment system. Therefore the Repairs Advisory Group (comprising members, officers and tenant representatives) has recommended a new suite of more appropriate Contract KPIs from October 2012 to the Housing Portfolio Holder, which the Housing Portfolio Holder is currently considering.  <b>(March 2013) The Housing Portfolio Holder has now agreed a more appropriate suite of KPIs for the Repairs Management Contract - two KPIs relate to target times. Performance against targets for Quarter 4 of 2012/13 is as follows: (a) % of emergency repairs attended to within 4 hours - 100% (Target = 99%) (b) Average overall time to complete ALL repairs - 6.4 days (Target = 7.8 days)</b>
C02.e - (iv) Achievement of 99% tenant satisfaction with repairs service	Achieved	(November 2012) Quarters 1 and 2 (2012/13) performance for tenant satisfaction with the Housing Repairs Service was 100% and 100% respectively.  <b>(March 2013) Quarter 4 performance was 100%.</b>
C02.f - Further improve the Council's housing service	N/A	<i>This is the high-level action for Key Objective CO2.f. See progress against the specific next level actions CO2.f(i), CO2.f(ii), and CO2.f(iii)</i>
C02.f - (i) Consideration of housing improvements by tenants and leaseholders	Achieved	(November 2012) The Tenants and Leaseholders Federation considered and agreed a proposed list of housing improvements and service enhancements in March 2012, and recommended to the Housing Scrutiny Panel accordingly.
C02.f - (ii) Consideration of housing improvements by Housing Scrutiny Panel	Achieved	(November 2012) At its meeting in March 2012, the Housing Scrutiny Panel considered and agreed to recommend to the Cabinet a list of 16 proposed housing improvements and service enhancements to utilise the £770,000 available as a result of HRA self financing.

C02.f - (iii) - Consideration of housing improvements by the Cabinet	Achieved	(November 2012) At its meeting on 23 April 2012, the Cabinet approved the list of 16 housing improvements and service enhancements proposed by the Housing Scrutiny Panel, to utilise the £770,000 available as a result of HRA self financing.
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### 3. The implementation of the Government's proposed welfare and other finance reforms with the least possible disruption to service users and the Council's operations

Action	Status	Progress
C03.a - Develop and introduce local scheme of Council Tax benefit	Achieved	<b>(March 2013) A scheme of Local Council Tax Support was implemented with effect from 1 April 2013. It is anticipated that the funding available from Government will reduce for 2014/15 so consideration will have to be given to amending the 2013/14 scheme.</b>
C03.b - Maximise income from the retention of business rates	Achieved	<b>(March 2013) The option of pooling was considered for 2013/14 but there was no appetite across Essex to pursue this. A pool was constructed in Suffolk and discussions are underway to examine what lessons can be learnt and if an Essex pool would be beneficial from 2014/15.</b>
<i>C03.c - Examine impact of proposed housing-related welfare reforms</i>	N/A	<i>This is the high-level action for Key Objective CO3.c. See progress against the specific next level actions CO3.c(i) and CO3.c(ii)</i>
C03.c - (i) Seek external funding for report on effects of housing-related welfare reforms	Achieved	(November 2012) The Council's was successful with its bid to Improvement East to fund 100% of the cost of commissioning the Chartered Institute of Housing to undertake a major study into the effects and implications of the welfare reforms on the Council, Council tenants, private tenants and homelessness.
C03.c - (ii) Completion of Chartered Institute of Housing study	Achieved	(November 2012) The Chartered Institute of Housing's study into the effects and implications of the welfare reforms on the Council, Council tenants, private tenants and homelessness was completed in September 2012. The CIH presented its findings at an event in September 2012, to which all Members of Council and senior officers were invited.
C03.d - Provide information on the introduction of proposed welfare reforms	Achieved	(November 2012) Following receipt of the Chartered Institute of Housing's study into the effects and implications of the welfare reforms on the Council, Council tenants, private tenants and homelessness, the Director of Housing established a Welfare Reform Mitigation Project Team in September 2012, comprising Housing and Benefits Officers. The Project Team formulated a Welfare Reform Mitigation Action Plan, comprising around 60 separate actions within 7 themes, which was adopted by the Cabinet on 22nd October 2012. One of the themes related to informing residents and external advice agencies. Most of the required funding for the initiatives within the Action Plan will be met from the Housing Improvements and Service Enhancements Fund 2013/14. The Action Plan is now being delivered. Quarterly progress reports will be considered by the Housing Scrutiny Panel.  <b>(March 2013) The Officer Project Team has continued to meet and officers have been working hard to deliver the Welfare Reform Mitigation Action Plan. As at May 2013, 36 (61%) of the 59 tasks on the Action Plan had been completed, with good progress being made with a further 3 (5%) tasks. Of the remaining 20 tasks only one has had limited progress; 6 actions (10%) have been identified as no longer being required and a further 13 actions (22%) are not yet required. As more information becomes available it is being analysed and publicised. Specific information is also being shared with particular groups of claimants such as those who</b>

will be affected by the benefit cap or will be deemed to be under-occupying. However, this process is being complicated by the DWP making late changes to policy that contradict advice we have given based on their previous policy stance.

#### 4. The implementation of initiatives to help mitigate the impact of the current economic conditions on local communities and businesses, where resources permit and value for money can be achieved from the Council's activities

Action	Status	Progress
C04.a - Make no increase in the Council Tax for 2012/13	N/A	<i>This is the high-level action for Key Objective CO4.a. See progress against the specific next level actions CO4.a(i) and CO4.a(ii)</i>
C04.a - (i) The freezing of the Council Tax for 2012/13 at 2011/12 levels	Achieved	(November 2012) The Council Tax was frozen for 2012/13 and the specific grant from Government was secured.
C04.a - (ii) Secure the government grant in lieu of Council Tax increase	Achieved	(November 2012) The Council Tax was frozen for 2012/13 and the specific grant from Government was secured.
C04.b - Make no increase in off-street parking charges	On Track	(September 2012) Car parking charges have been retained at former levels for the third consecutive year.  <b>(March 2013) Car parking charges have been retained at the same level for the fourth consecutive year and a review of short stay parking is underway in Epping in order to provide additional short stay spaces, following recent changes to tariffs at the Central Line Station.</b>
C04.c - Provide free off-street car parking on Saturdays in towns	On Track	(September 2012) Car parking remains free in long stay and mixed tariff car parks in at least one car park in each town in the District.  <b>(March 2013) Car parking remains free in long stay and mixed tariff car parks in at least one car park in each town in the District.</b>
C04.d - Provide free Saturday off-street parking throughout December 2012	On Track	(September 2012) It is assumed that Members will wish to retain free weekend car parking during the month of December. However a formal decision is awaited.  <b>(March 2013) Free parking on Saturdays in December was again provided in December 2012. It is assumed that Members will wish to retain free weekend car parking during the month of December and the Portfolio Holder will consult with cabinet colleagues later in the calendar year.</b>
C04.e - Ensure parity in council's short and long-term parking charges	Pending	<i>This is the high-level action for Key Objective CO4.a. See progress against the specific next level actions CO4.e(i) and CO4.e(ii) (September 2012) This will be considered alongside the consideration of the public survey and tariff structures / income targets for 2013/14.</i>  <b>(March 2013) No action has been required given the Cabinet decision to retain existing tariffs for 2013/14. However, recent changes in LUL tariffs, resulting in additional commuter pressure in the Council's car parks,</b>

			<b>will require a detailed consideration of the Council's tariff structures for 2014/15. Consideration is currently being given to the creation of dedicated short stay parking spaces in one of the Epping car parks, to assist local shoppers and visitors in securing parking spaces.</b>
C04.e - (i) The completion of a car park usage survey		Under Control	(September 2012) The on line and face to face surveys have been completed but are yet to be formally reported to Members. This will be undertaken as part of the fees and charges considerations for the 2013/14 budget.  <b>(March 2013) As reported above the users survey has been completed. This was not reported to Members given the decision to make no tariff changes for the 2013/14 budget. However, the recent changes in tariffs at LUL stations will require tariff structures to be reconsidered for 2014/15. The survey of businesses views of car parking remains outstanding.</b>
C04.e - (ii) Assessment of local business car park needs and concerns		Not Started	(September 2012) Intention was to deal with the public responses and then consider the views of traders / businesses. This will be undertaken once Members have considered the outcomes of the public survey results.  <b>(March 2013) This survey remains outstanding, but steps are in place to consider how best to proceed, using the Town Centre Partnerships as the preferred route.</b>
C04.f - To make no increase in a number of other council charges	N/A		<i>This is the high-level action for Key Objective CO4.a. See progress against the specific next level actions CO4.f(i), CO4.f(ii) and CO4.f(iii)</i>
C04.f - (i) The freezing or reduction of at least 50% of housing-related charges		Achieved	(November 2012) 22 (50%) of the 44 Housing-Related Fees and Charges were either reduced or frozen for 2012/13.
C04.f - (ii) The freezing of the council's domestic and trade waste related charges		Achieved	(September 2012) The only fee increases applied were as a result of cost increases arising through the contract with Sita.  <b>(March 2013) As in 2012, fee increases have been restricted to those arising via the contract with Sita. It should be noted that currently no local traders avail themselves of this provision.</b>
C04.f - (iii) The review of the effect of the council's fees and charges for 2012/13		Achieved	(November 2012) The annual report containing an analysis and recommendations for changes in the Council's fees and charges for 2013/14, was considered by the Finance and Performance Management Cabinet Committee at its meeting on 22 November 2012.

## 5. Maximising the provision of affordable housing within the district

Action	Status	Progress
C05.a - Prepare for commencement of house-building programme in 2013/14	N/A	<i>This is the high-level action for Key Objective CO5.a. See progress against the specific next level actions CO5.a(i), CO5.a(ii) and CO5.a(iii)</i>
C05.a - (i) Appointment of development agent to undertake house building process	On Track	(November 2012) Good progress has been made with the appointment. At its meeting on 12th March 2012, the Cabinet agreed the content of the Pre-Qualification Questionnaire (PQQ), including the associated PQQ Selection Criteria. At its subsequent meeting on the 23rd April 2012, the Cabinet also agreed the Selection Criteria for the main

			<p>tender exercise. A total of 63 Expressions of Interests were received to the advert placed in the Official Journal of the European Union (OJEU), which resulted in 13 completed PQQs being received. Following a detailed assessment/scoring of each PQQ, using the Cabinet's agreed Selection Criteria and a formal validation/moderation process involving the Housing Portfolio Holder, 6 organisations were shortlisted to provide detailed tender submissions. The formal Invitation to Tender was issued on 27th July 2012, with a Closing Date of 7th September 2012. The tender submissions were opened by the Housing Portfolio Holder on 12th September 2012. In the event, two tenderers withdrew during the Tender Period, resulting in four tenders being received. Technical assessments of the tenderers' submissions were undertaken by an Evaluation Panel, who scored the Quality Submissions in accordance with the pre-determined Selection Criteria and interviewed each of the tenderers to clarify points arising from their submissions. The Cabinet-appointed Selection Panel (members and officers) are due to receive presentations from each of the tenderers on 8th November 2012. The Presentations have a weighting of 10% of the total score. The Selection Panel will then make its recommendations on the recommended and reserve tenderer to be appointed as the Development Agent to the Cabinet on 3rd December 2012. Under EU Procurement Regulations, following the Cabinet's decision, there is a three-week "stand still" (Alcatel) period, after which the contract can be entered into. Therefore, it is envisaged that the contract will be signed and commence in January 2013 - in advance of the target deadline.</p> <p><b>(March 2013) The Cabinet has agreed to appoint East Thames Group to be the Council's Development Agent. Despite best efforts, the contract has not yet been signed, but is due to be signed imminently. However, in the meantime, East Thames has been undertaking the requirements of the contract, at its own risk. This has included undertaking the detailed preparatory work for the development agency role, undertaking development and financial appraisals for the proposed first three sites for Year 1 of the House Building Programme (to be reported to the Council House Building Cabinet Committee in July 2013); and drafting the Council's Development Strategy. Furthermore, following the Cabinet's decision to ask East Thames to project-manage the proposed conversion scheme at Marden Close, Chigwell Row, East Thames has undertaken development and financial appraisals for the conversion scheme.</b></p>
C05.a - (ii) Identification of potential council-owned development sites		Achieved	<p>(November 2012) At its meeting on 23rd July 2012, the Cabinet considered 69 Council-owned difficult to let and small garage sites, and other housing land, whose development potential had been initially assessed by officers. Potentially, an absolute maximum of 227 new rented Council homes could be developed on these sites – although many of these sites are very problematical to develop, with the number of properties that can actually be developed likely to be much less. The Cabinet agreed a methodology for separating the sites into a "Primary List" and "Reserve List", and agreed that detailed development and financial appraisals should only be undertaken at this stage of all those sites on the Primary List. However, it was also agreed when sites should be promoted from the Reserve List to the Primary List and the circumstances when appraisals should be undertaken for sites on the Reserve List in the future. The list of sites will be passed to the Council's Development Agent (when appointed), which will formulate a Development Strategy for adoption by the Cabinet, and which will include a proposed methodology for determining the order in which the detailed development appraisals, and the subsequent development of sites be taken forward, should be undertaken. Further initial development assessments will be undertaken over time of other garage sites that may be suitable for development, with further reports submitted to the Cabinet as appropriate to consider whether or not they should be added to either the Primary List or Reserve List.</p> <p><b>(March 2013) No further action required.</b></p>

C05.a - (iii) Determine the future use of Leader Lodge, North Weald		Achieved	<p>(November 2012) At its meeting on 12th March 2012, the Cabinet determined the future use of Leader Lodge. The Cabinet agreed that Leader Lodge and the associated land should be sold on the open market for private housing by the Council's Estates and Valuations Division, through the invitation of tenders for purchase; In respect of the open market sale of the site, the Cabinet also agreed that : (a) Prospective purchasers should be invited to provide either one or two tenders, and be required to state their intentions within their tender(s) on whether the tender(s) is/are based on the existing Leader Lodge building being retained (with or without additional development) or demolished; (b) The Housing Portfolio Holder should be authorised to accept the most appropriate tender received, which shall be either; (i) the highest tender received based on Leader Lodge being retained; OR (ii) the highest tender received based on Leader Lodge being demolished; (c) The Housing Portfolio Holder should not be required to accept the highest tender overall; (d) If the accepted tender is based on the proposed retention of Leader Lodge, a covenant be included in the sale requiring that the building shall not be demolished; It was also agreed that potential purchasers should be advised of the matters that the Housing Portfolio Holder will take into account when considering the tenders received. The Cabinet also agreed that the capital receipt from the sale of the site be ring-fenced for use as a cross-subsidy for the Council's own new house building programme, if required, and that the site be sold as soon as reasonably practicable. The Council's Estates and Valuation Division is currently in the process of undertaking the tender exercise and will report to the Housing Portfolio Holder on the outcome shortly.</p> <p><b>(March 2013) A preferred tenderer has been selected and approved by the Housing Portfolio Holder. Although the tenderer indicated their intention to withdraw their tender, in May 2013, they confirmed their intention to proceed with the purchase at the tendered price.</b></p>
C05.b - Provide loans to council's housing association partner to enable shared ownership purchases	N/A		<p><i>This is the high-level action for Key Objective CO5.b. See progress against the specific next level actions CO5.b(i), CO5.b(ii) and CO5.b(iii)</i></p>
C05.b - (i) Provision of shared ownership loan to Broxbourne Housing Assoc.		Achieved	<p>(November 2012) The first Open Market Shared Ownership loan was completed on 22nd March 2012, ahead of the target date</p>
C05.b - (ii) Completion of remaining shared ownership loans to Broxbourne Housing Association		On Track	<p>(November 2012) Three loans have been completed to date. A further three applicants are awaiting the exchange of contracts for their chosen properties. The final two applicants are currently sourcing their properties to buy. It is envisaged that all 8 loans within Phase 1 will have completed by 31 March 2013.</p> <p><b>(March 2013) Due to a number of withdrawals, only 5 loans were completed by 31 March 2013. However, a further 2 loans were completed in April and May, leaving just one loan to be completed - for which two applicants have had their mortgage applications approved and are currently looking for suitable properties.</b></p>
C05.b - (iii) Review of Shared Ownership Scheme		Achieved	<p>(November 2012) In August 2012, the Housing Portfolio Holder undertook a formal review of the Open Market Shared Ownership (OMSO) Scheme and concluded that Phase 1 of the Scheme had been successful. He therefore agreed that Phase 2 of the OEMSO Scheme should be implemented - to provide loans for a further 6 property purchases - and that existing applicants on the OEMSO Scheme's Waiting List should be given priority for Phase 2 of the Scheme The Housing Portfolio Holder also agreed that the following changes should be made to the Scheme's criteria for Phase 2: (a) The maximum property purchase price be increased to £250,000; (b) The purchase by applicants of three</p>

			bedroom properties be allowed; and (c) The maximum single/joint income eligible for the scheme be increased from £60,000 to £80,000 per annum; It was also agreed that a further review of the OMSO Scheme be undertaken by the Cabinet, once either e either the further 6 property purchases under Phase 2 have been completed or 9 months' later (whichever is the earlier), in order to consider whether the Scheme should be extended further and additional budget provision made within the Housing Capital Programme accordingly.
<i>C05.c - Complete build of straw bale housing association properties</i>	N/A		<i>This is the high-level action for Key Objective CO5.c. See progress against the specific next level actions CO5.c(i), CO5.c(ii) and CO5.c(iii)</i>
C05.c - (i) Determine planning application for straw bale development at Millfield		Achieved	(November 2012) Planning permission was granted on 7th March 2012.
C05.c - (ii) Completion of lease of land at Millfield to Hastoe Housing Association		Achieved	(November 2012) The lease of the land at Millfield to Hastoe Housing Association was completed on 28th March 2012.
C05.c - (iii) Commencement of straw bale development at Millfield		Achieved	(November 2012) The development of the straw bale development at Millfield commenced on site at the end of March 2012, ahead of the target date.  <b>(March 2013) The scheme is due for completion in June 2013, and will be the first housing association properties in the country built of straw bales, which has attracted a lot of national media interest. The Secretary of State for Communities and Local Government has agreed to undertake the Official Opening later in the year.</b>
<i>C05.d - Complete at least 34 and commence at least 69 new affordable homes</i>	N/A		<i>This is the high-level action for Key Objective CO5.d. See progress against the specific next level actions CO5.d(i), CO5.d(ii), CO5.d(iii) and CO5.d(iv)</i>
C05.d - (i) Completion of 5 affordable homes at Church Hill, Loughton		On Track	(November 2012) The development is on site and Moat Housing expects completion of the development in January 2013, ahead of the target date.  <b>(March 2013) The completion of the 5 properties has been delayed to May 2013, due to two of the properties being built close to the access way to the site, which have to be completed last on the site, due to allowing lorries into the site without height restriction.</b>
C05.d - (ii) Completion of 29 affordable homes at Sewardstone Road, Waltham Abbey		Achieved	(November 2012) Completion of the development was delayed due to problems with the provision of services and utilities. However, Phase 2 - comprising 39 affordable homes - was completed in May 2012, and Phase 3 - comprising a further 29 affordable homes - was completed in August 2012.
C05.d - (iii) Start on site 52 new affordable homes at Jennikings Nursery, Chigwell		Achieved	(November 2012) The Section 106 Agreement for the development has been signed and the Reserved Matters Application has been submitted and is currently under consideration by planning officers. It is envisaged that the development will commence before the target date of 31st March 2013.  <b>(March 2013) The development commenced on site in March 2013, and is expected to complete by March</b>

			<b>2015.</b>
C05.d - (iv) Start on site 17 new affordable homes at Manor Road, Chigwell		Achieved	<p>(November 2012) The Section 106 Agreement for the development has been signed and the development has detailed planning permission. East Thames Housing Group, the housing association providing the affordable housing envisages that the development will commence around November 2012, ahead of the target date of 31st March 2013.</p> <p><b>(March 2013) The development commenced on site in April 2013. The delay was due to East Thames seeking a variation to the original planning permission, which was not approved by the Council. The development is due to complete in May 2014.</b></p>
C05.e - Progress residential development at Pylles Lane, Loughton		Behind Schedule	<p>(November 2012) Authority to submit a planning application was agreed following consideration of a call-in. Phase 1 of the habitat survey was carried out in early November and a report is expected later in the month, when officers are due to meet with Essex County Council's highway engineers. Subject to the outcome of these events, a planning application will be submitted to the next appropriate planning committee.</p> <p><b>(March 2013) The planning application submitted by the Council for the proposed development was refused in May 2013</b></p>
C05.f - Review Strategic Housing Market Assessment and number of affordable homes required	N/A		<i>This is the high-level action for Key Objective CO5.f. See progress against the specific next level actions CO5.f(i) and CO5.f(ii)</i>
C05.f - (i) Review of Strategic Housing Market Assessment		On Track	<p>(October 2012) The Strategic Housing Market Assessment was commissioned on behalf of six adjoining authorities in 2008 – Brentwood BC, Broxbourne BC, East Herts DC, Epping Forest DC, Harlow DC and Uttlesford DC. Given changes in the economy, the ranges of affordable housing products available and the likely abolition of the East of England Plan the study now needs to be updated.</p> <p><b>(March 2013) The Strategic Housing Market Assessment is currently under review. Of the original six authorities, four have taken forward this review (East Herts DC, Epping Forest DC, Harlow DC and Uttlesford DC). Both Broxbourne BC and Brentwood BC have made alternative arrangements, and it is not considered their absence from this review raises any issues around cross boundary working or cooperation, as these areas are largely within self contained Housing Market Areas. A draft version of the review was received in April 2013, and the final version is expected in June 2013. A further additional piece of study work on the needs of an ageing population is expected to be delivered in draft in June 2013.</b></p>
C05.f - (ii) Update of Strategic Housing Market Assessment		On Track	<p>(October 2012) The update of the Strategic Housing Market Assessment has been commissioned by four of the original six partner authorities. Both Brentwood BC and Broxbourne BC have made their own separate arrangements. A draft report has recently been received, and the final update report is due to be complete by the end of the year.</p> <p><b>(March 2013) The Strategic Housing Market Assessment is currently under review. Of the original six authorities, four have taken forward this review (East Herts DC, Epping Forest DC, Harlow DC and Uttlesford DC). Both Broxbourne BC and Brentwood BC have made alternative arrangements, and it is not considered their absence from this review raises any issues around cross boundary working or cooperation, as these areas are largely within self contained Housing Market Areas. A draft version of the review was received in April 2013, and the final version is expected in June 2013. A further additional piece of study work on the</b></p>

needs of an ageing population is expected to be delivered in draft in June 2013.

## 6. The implementation of relevant provisions contained within the Localism Act 2011 and other public sector reforms

Action	Status	Progress
C06.a - Implement relevant provisions contained in the Localism Act 2011	On Track	<p>(October 2012) Neighbourhood Planning was introduced as part of amendments to the planning system under the Localism Act 2011. The Council is focusing resources on the preparation of the Local Plan, as neighbourhood plans must be in conformity with an up-to-date Local Plan. In other places around England, where no up-to-date Local Plan is in place, neighbourhood plans have been found unsound. The Forward Planning team have therefore been encouraging parish councils to get fully involved in the preparation of the Local Plan at present.</p> <p><b>(March 2013) The process described above has continued, however Moreton, Bobbingworth and The Lavers have indicated their intention to commence work on a Neighbourhood Plan, and representations have been invited upon it, as the first formal stage. Ultimately, the approval of such plans has to go through quite a number of procedural steps, including the holding of a referendum.</b></p>
C06.b - Improve partnerships with voluntary community agencies in the district	Achieved	<p>(November 2012) The Epping Forest District and Essex Compacts are reviewed on an ongoing basis and the council is currently meeting all requirements in terms of the principles set out within each of the Codes of Good Practice. The council is developing a Volunteering Strategy to further strengthen partnership working with the voluntary and community sector.</p> <p><b>(March 2013) All relevant actions completed.</b></p>
C06.c - Progress arrangements for Individual Electoral Registration	N/A	<p><i>This is the high-level action for Key Objective C06.c. See progress against the specific next level actions C06.c(i) and C06.c(ii)</i></p>
C06.c - (i) Identification of resources required for transition to Individual Electoral Registration	Under Control	<p>(November 2012) Details of the Government's funding arrangements for the transition to Individual Electoral Registration (IER) have not yet been issued, and no review of the local resourcing of IER in the transitional phase and thereafter, is therefore yet possible. See also Action C06.c(ii)</p> <p><b>(March 2013) The council has received an initial allocation from the Cabinet office in respect of the transition to IER. This amount (£7300) was based on the size of the current register and has been spent, in accordance with Government guidelines, on equipment improvements designed to deal with the large increase in throughput of electoral registration forms once IER is fully operational.</b></p> <p><b>Funding has provided four new computer terminals, three new monitors, two new scanners, two new scanning work stations and improved storage which is secure. No additional staffing has been funded from this source. A further allocation of support funding can be expected at a later stage but this is dependent on the outcome of a data matching trial between the Department of Work and Pensions (DWP) records and the current register, to be held in July 2013. Resources are likely to be linked to the percentage matching level achieved at the trial.</b></p>

C06.c - (ii) The determination of the resource implications of the Individual Electoral registration process		Under Control	<p>(November 2012) See also Action C06.c(i) Details of the Government's funding arrangements for the transition to Individual Electoral Registration (IER) have not yet been issued, and no review of the local resourcing of IER in the transitional phase and thereafter, is therefore yet possible.</p> <p><b>(March 2013) A clear picture of ongoing resource requirements for IER will not emerge until the data matching trial during July 2013 (see CO6.c (i) above).The match percentage between DWP data and the current register will give a good indication of the scale of the additional resource requirements. Any percentage match of below 70% will indicate that a considerable amount of work will be necessary to achieve a fully accurate register. Performance above 70% may mean that further work can be managed from existing resources.</b></p> <p><b>A major cost item will be for postage. A concerted effort will be mounted to encourage the public to use "non-paper" means of registering (e.g. online, in person or by telephone) so that numbers of mailings and re-mailings can be kept to the absolute minimum. It is likely that, however successful this campaign will be, additional postal costs will be incurred.</b></p>
C06.d - Consider the introduction of fixed-term, flexible tenancies for council tenants	N/A		<i>This is the high-level action for Key Objective C06.d. See progress against the specific next level actions C06.d(i), C06.d(ii), C06.d(iii), C06.d(iv) and C06.d(v)</i>
C06.d - (i) Provision of information sessions on housing tenure reform provisions of Localism Act 2011		Achieved	(November 2012) A comprehensive Briefing Session on the housing tenure reforms was given to all Members of Council on the 14th June 2012 and the Tenants and Leaseholders Federation on 27th June 2012.
C06.d - (ii) Consideration of high-level policy issues relating to fixed-term tenancies		Achieved	(November 2012) Following informal discussions amongst Cabinet Members, the Housing Portfolio signed a Portfolio Decision on 17th August 2012 setting out the proposed approach to be taken to the Council's new Tenancy Policy and the use of fixed term tenancies and asking the Housing Scrutiny Panel to give consideration to the detailed Tenancy Policy itself. The agreed approach is to implement a Pilot Scheme to grant 10-year fixed term tenancies to all new tenants of Council properties with 3 or more bedrooms. The Portfolio Decision also covered the criteria to be used at the end of the fixed term to assess tenants' eligibility for a further fixed or secure tenancy of either the same or another Council property, and agreed that the success of the Pilot Scheme should be reviewed after 12 months operation.
C06.d - (iii) Consideration by Housing Scrutiny Panel of proposed new Tenancy Policy		Achieved	<p>(November 2012) It was not possible, due to other commitments, to report the Draft Tenancy Policy to the Housing Scrutiny Panel by 31 July 2012. However, the detailed Tenancy Policy has now been drafted by officers and will be considered by the Housing Scrutiny Panel at a special meeting on 17th December 2012.</p> <p><b>(March 2013) Detailed consideration was given by the Housing Scrutiny Panel to the proposed Tenancy Policy at its special meeting on 17th December 2012, at which the Scrutiny Panel recommended its adoption to the Cabinet</b></p>
C06.d - (iv) Adoption by Cabinet of the new Tenancy Policy		Achieved	(November 2012) It was not possible, due to other commitments, to report the Draft Tenancy Policy to the Housing Scrutiny Panel in sufficient time for the Cabinet to adopt the Tenancy Policy by 30 September 2012. However, the detailed Tenancy Policy has now been drafted by officers and will be considered by the Housing Scrutiny Panel at a special meeting on 17th December 2012. It is now programmed that the Cabinet will consider the Housing Scrutiny

			<p>Panel's recommendations on the Tenancy Policy at its meeting on 11th March 2013 - at the same time as it considers the Housing Scrutiny Panel's recommendations on a new Housing Allocations Scheme, since the two issues are linked.</p> <p><b>(March 2013) At its meeting in March 2013, the Cabinet considered the draft Tenancy Policy proposed by the Housing Scrutiny Panel , and agreed its adoption with effect from 1st September 2013</b></p>
C06.d - (v) Implementation of the new Tenancy Policy		On Track	<p>(November 2012) Since the Cabinet will not adopt the Tenancy Policy until its meeting on 11th March 2013, the programmed date for the new Tenancy Policy to commence is now 1st June 2013.</p> <p><b>(March 2013) Following the Cabinet's adoption of the Tenancy Policy with effect from 1st September 2013, officers are undertaking the detailed preparatory work, which is significant. This includes a complete review of the Council's Standard Tenancy Conditions, for use with the new flexible tenancy agreement.</b></p>
C06.e - Undertake a review of the Housing Allocations Scheme		N/A	<p><i>This is the high-level action for Key Objective C06.e. See progress against the specific next level actions C06.e(i), C06.e(ii), C06.e(iii), C06.e(iv) and C06.e(v)</i></p>
C06.e - (i) Provision of information sessions on housing allocation provisions of Localism Act		Achieved	<p>(November 2012) A comprehensive Briefing Session on the new flexibilities for housing allocations given by the Localism Act 2011 and the use of a Local Eligibility Criteria was given to all Members of Council on the 14th June 2012 and the Tenants and Leaseholders Federation on 27th June 2012.</p>
C06.e - (ii) Consideration of the high-level policy issues relating to housing allocation provisions		Achieved	<p>(November 2012) Following informal discussions amongst Cabinet Members, the Housing Portfolio signed a Portfolio Decision in September 2012 setting out the proposed approach to be taken to the formulation of a new Housing Allocations Scheme and asking the Housing Scrutiny Panel to give consideration to the detailed Tenancy Policy itself. The agreed approach is to introduce a Local Eligibility Criteria for all new and existing housing applicants requiring that they must have lived within the District for at least 3 years (2.5 years for existing tenants) to be eligible for the Housing Register and that they must have some assessed housing need and not have sufficient income and/or savings to enable them to purchase their own accommodation. The Housing Portfolio Holder also agreed a range of other provisions, and that the new Allocations Scheme should be reviewed after 12 months operation. The Housing Portfolio Holder's Decision was beyond the target date set, due to the Commencement Order being made and the new Code of Guidance on Allocations being issued later than expected.</p>
C06.e - (iii) Consideration by Housing Scrutiny Panel of new Housing Allocations Scheme		Achieved	<p>(November 2012) It was not possible to report on a new Housing Allocations Scheme to the Housing Scrutiny Panel by 31 July 2012, due to the Commencement Order for the provisions under the Localism Act 2011 being made, and the new Code of Guidance on Allocations being issued, later than expected. However, a draft Housing Allocations Scheme has now been drafted by officers and is currently being reviewed by external legal advisors, prior to it being considered by the Housing Scrutiny Panel at a special meeting on 17th December 2012.</p> <p><b>(March 2013) Detailed consideration was given by the Housing Scrutiny Panel to the proposed new Housing Allocations Scheme at its special meeting on 17th December 2012, at which the Scrutiny Panel recommended its adoption to the Cabinet</b></p>

C06.e - (iv) Adoption by Cabinet of the new Housing Allocations Scheme	Achieved	<p>(November 2012) It was not possible to report on a new Housing Allocations Scheme to the Housing Scrutiny Panel in sufficient time for the Cabinet to adopt the Tenancy Policy by 31 October 2012, due to the Commencement Order for the provisions under the Localism Act 2011 being made, and the new Code of Guidance on Allocations being issued, later than expected. However, a new Housing Allocations Scheme has now been drafted by officers and will be considered by the Housing Scrutiny Panel at a special meeting on 17th December 2012. It is now programmed that the Cabinet will consider the Housing Scrutiny Panel's recommendations on the new Housing Allocations Scheme at its meeting on 11th March 2013, following the required statutory consultation process with Registered Providers of Social Housing and others - at the same time as it considers the Housing Scrutiny Panel's recommended Tenancy Policy, since the two issues are linked.</p> <p><b>(March 2013) At its meeting in March 2013, the Cabinet considered the draft new Housing Allocations Scheme proposed by the Housing Scrutiny Panel, and agreed its adoption with effect from 1st September 2013.</b></p>
C06.e - (v) Implementation of the new Housing Allocations Scheme	On Track	<p>(November 2012) Since the Cabinet will not adopt the new Allocations Scheme until its meeting on 11th March 2013, the programmed date for the new Housing Allocations Scheme to commence is now 1st June 2013.</p> <p><b>(March 2013) Following the Cabinet's adoption of the new Housing Allocations Scheme with effect from 1st September 2013, officers are currently undertaking the detailed preparatory work, which is significant. This includes the introduction of a new hosting arrangement with the Council's choice based lettings agency (Locata), the introduction of a new on-line Housing Application Form, writing to and deleting from the Housing Register all housing applicants that do not appear to be eligible under the new Scheme and reviewing and banding the renewed on-line applications from all the remaining applicants. The implementation also includes the arrangements for the Council's new policy to discharge its homelessness duty to homelessness applicants with less than 3 years' residence in the District by securing accommodation for them in private rented accommodation.</b></p>
C06.f - Ensure council's ability to engage fully in Health and Wellbeing Board	Under Control	<p>(September 2012) Member appointment made to the Health &amp; Wellbeing Board. Officers, Members and One Epping Forest have had the opportunity to participate in the priority setting exercise for Essex. The JSNA for EFDC has been published. Work continues to ensure that West Essex and EFDC needs are fully considered as part of further priority setting.</p> <p><b>(March 2013) The Council's Key Objectives for 2013/14 sets out the requirement to prepare a local public health strategy by the autumn of 2013. This will be undertaken in parallel with the preparation of a leisure strategy by the same time. These tasks are being led by the Deputy Chief Executive.</b></p>
C06.g - Ensure council's ability to engage fully in process of appointing and overseeing Police and Crime Commissioner	N/A	<i>This is the high-level action for Key Objective CO6.g. See progress against the specific next level actions CO6.g(i), CO6.g(ii), and CO6.g(iii)</i>
C06.g - (i) Appointment of member to Police and Crime Panel for Essex	Achieved	(September 2012) Member appointed to the Police and Crime Panel.
C06.g - (ii) Ensure partnership ability to positively engage with	On Track	(September 2012) Working within the umbrella of Safer Essex, the Epping Forest Community Safety Partnership has been positively engaging with prospective PCC candidates and contributed to the production of a Community Safety

Police and Crime Commissioner			<p>Prospectus setting out for PCC candidates what CS Partnerships could offer by way of targeted services.</p> <p><b>(March 2013) Following the election and appointment of the Police and Crime Commissioner, he was invited to, and accepted, an invitation to address the Safer, Cleaner, Greener Scrutiny Panel. The Safer Communities Team has also made successful bids to the PCC to provide funding for local safety schemes. The PCC held his first public meeting in the Council Chamber on 23 May 2013.</b></p>
C06.g - (iii) Consider amalgamation of local Safer Communities Partnerships		Under Control	<p>(September 2012) Until such time as the PCC is elected into the post, no positive steps have been taken. However, the EFD Community Safety Partnership is fully aware of the likely pressure that will be brought to bear to reduce overall the number of Partnerships within Essex and this has been the subject of discussion at the most recent Partnership Strategy meeting.</p> <p><b>(March 2013) At present the newly elected PCC has shown no inclination to press forward with requests for amalgamations. The PCC has provided funding, through application, to any of the CSPs within Essex, and this Council's CSP has been successful in securing funding through this route. Although amalgamations have not been pursued, the Partnership continues to work with other CSPs and, by way of example, this year's Crucial Crew will include all schools from within the Brentwood Borough area.</b></p>