

Key Objectives Progress Update – Q1 2013/14

Proactively promote the policies and reputation of the Council internally and externally

Action	Status	Progress
(a) - Development of high-level internal and external communications calendar	Behind Schedule	(Q1 2013/14) Proposed review of the key decision list in Leadership Team through which Directors can provide further updates on major corporate projects over a 12 month rolling period. Internal Communications plan drafted for Leadership Team.
(b) - Development of a target list of media partners	On Track	(Q1 2013/14) Weekly press cutting service with periodic summary reviews produced for Leadership Team by PR. NB. Resource implications for Contact Us email responses. Further review into potential electronic monitoring alternatives following upgrade of Newsflash Media Management application September 2013.
(c) - Development of a Social Networking Strategy and increased use of social media	Behind Schedule	(Q1 2013/14) Draft Strategy produced for consultation pending referral to Web Board and Leadership Team for adoption.

Engage with communities to put them at the centre of the Council's policy development and service design

Action	Status	Progress
(a) – Publication of Engagement Charter	On Track	(Q1 2013/14) Consultation Activity reported to F&PM Scrutiny Panel at June meeting. Forward Plan of Engagement agreed.
(b) – Identification of key stakeholders	On Track	(Q1 2013/14) Identification underway in liaison with LSP.
(c) – Facilitation of new Tenant Scrutiny Panel	Achieved	(Q1 2013/14) The Tenant Scrutiny Panel has been established and tenant members have received training from an external specialist trainer, in partnership with Uttlesford DC (in order to share costs). The Scrutiny Panel has been meeting on a regular basis and has chosen to review the way the Housing Directorate handles complaints, as the subject of its first Annual Service Review. An informal get-together between all members of the Tenant Scrutiny Panel, Tenants and Leaseholders Federation and all Housing Managers is planned, in order to introduce everyone to each other and for tenant representatives to understand which Housing Manager is responsible for which functions.

Review the strategic direction of the Council to ensure a clear and consistent set of priorities to facilitate decision-making in constrained times

Action	Status	Progress
(a) - Determination of the council's Housing Strategy for 2013-16	On Track	(Q1 2013/14) It was originally planned to produce a new Housing Strategy in 2013. However, for a number of reasons, following consultation with the Chairman of the Housing Scrutiny Panel, the Housing Portfolio has decided, in principle, that the production of the new Housing Strategy should be deferred until such time as the Local Plan Preferred Options has been published for consultation for a further year. The main reasons are that the Council's strategic direction for the Local Plan (i.e. nos. of new homes, locations and affordable housing requirements) is still under consideration, and the Strategic Housing Market Assessment (SHMA) (including the supplementary report on older people's housing) has not been finalised - both of which are important foundations on which the Housing Strategy needs to be based. In the meantime, an interim Housing Strategy Key Action Plan has been formulated for the forthcoming year, which the Housing Portfolio Holder will be asked to formally approve later in July 2013, at the same time as formally confirming the proposed deferral of the production of the Housing Strategy. All members are being advised of this approach, through the Council Bulletin.
(b) - Development of council's Economic Development Strategy	On Track	(Q1 2013/14) A consultant has been assisting in this task.
(c) - Development of the council's Waste Strategy	Behind Schedule	(Q1 2013/14) Incorporated within the procurement of the waste services contract. The specification of the final contract will not be fully specified until after later stages of competitive dialogue. It may become necessary to extend the deadline beyond September.
(d) - Development of the council's Leisure Strategy	On Track	(Q1 2013/14) Leader decision on the establishment of a portfolio holder advisory group prepared. Initial research into leisure needs (including building on the evidence base of the local plan) is underway. date for initial scoping meeting of the Officer Working Group has been set. Indicative timetable for the leisure management procurement process identified.
(e) - Development of the council's Operational Property Strategy	Not Achieved	(Q1 2013/14) The "Operational Property Strategy" comprises a number of facets on which work has commenced. Smarter Working - This element of the strategy is intrinsically linked to the ICT Strategy and changes to corporate policy / culture which should help in reducing the EFDC space requirement t the Civic Offices. The detail of how much space can be vacated will not be known until the smarter working strategy has been formulated. A small group of three Assistant Directors is scoping the methodology for achieving this including gathering evidence from other authorities that have undergone a similar transformation. HR have reviewed the Home Working Policy that will be submitted to Management Board for discussion shortly. Development of key sites - The development of key sites will have an impact on the strategy in relation to depot requirements and future provision. Major Service Contracts - The Waste Management contract is currently in procurement through competitive dialogue. The outcome in terms of future depot provision for this service is not yet known. Planned & Preventative Maintenance Energy Reduction
(f) - Determination of the council's	Achieved	(Q1 2013/14) In April 2013 the Council agreed to provide information and advice on the Green Deal to local residents and has provided some information on its website.

approach to the 'Green Deal' initiative		
---	--	--

Deliver a robust and resilient Local Plan that facilitates appropriate growth, whilst protecting the special character of the district

Action	Status	Progress
(a) – Adoption of Community & Engagement Strategy for Local Plan	Not Achieved	(Q1 2013/14) Engagement strategy agreed by full Council on 23 April 2013.
(b) – Publication of Local Plan Preferred Options Consultation	Under Control	(Q1 2013/14) New timetable considered by Cabinet on 22 July 2013.
(c) – Publication of Local Plan	Under Control	(Q1 2013/14) New timetable considered by Cabinet on 22 July 2013.
(d) – Compliance with duty to co-operate	On Track	(Q1 2013/14) This is a significant and ongoing effort.

Promote internal cultural change to break down silo working and implement new, flexible ways of working

Action	Status	Progress
(a) - Develop overarching Organisational Development Plan	Behind Schedule	(Q1 2013/14) Re-programmed for fourth quarter - original date was too ambitious.
(b) - Review senior management structure	On Track	(Q1 2013/14) Draft structure discussed with directors, assistant directors, Cabinet, Appointments Panel and unions. Formal consultation started in August with a paper scheduled for September Council.
(c) - <i>Adoption of new organisational values and behaviours</i>	(none)	<i>This is the high-level action for key Operating Models action (c) See progress against the specific next level actions(c) (i) and (c) (ii)</i>
(c) - (i) Undertake staff attitude survey	Achieved	(Q1 2013/14) Survey completed
(c) - (ii) Publication of organisational values and behaviours and incorporation in to working practices	Achieved	(Q1 2013/14) Values drafted and agreed. Soft launch in July staff briefing. PDR process redesigned to cover values. Communications working on follow up poster/publications.
(d) -	(none)	<i>This is the high-level action for key Operating Models action (d)</i>

<i>Development of a more commercial approach to service delivery</i>		<i>See progress against the specific next level actions(d) (i) and (d) (ii)</i>
(d) - (i) Adoption of customer centric approach to service delivery	On Track	(Q1 2013/14) To be reviewed in fourth quarter once values are embedded.
(d) - (ii) Generation of increased revenue for traded services	On Track	(Q1 2013/14) To be reviewed in fourth quarter.
(e) - Consider feasibility of a one-stop-shop at the Broadway, Loughton	Pending	(Q1 2013/14) Following informal discussions with Cabinet Members, it has been agreed to hold consideration of the feasibility of providing a One Stop Shop at The Broadway in abeyance, until after the Senior Management Restructure has been implemented and the Council's future approach to customer contact has been determined.
(f) - Provision of a more effective and efficient corporate out-of-hours emergency reporting service	On Track	(Q1 2013/14) Management Board has approved a draft report for consultation with the Staff Side and individual members of staff affected, proposing that the Council contracts with Mears Ltd from April 2014, as part of the existing Repairs Management Contract, to provide an Out of Hours Call Handling Service for all emergency calls to the Council received out of hours (housing and non-housing), together with a service enhancement for Council tenants enabling them to report and make appointments for all repairs out of hours. The cost of the proposed service would be around £35,000 per annum, representing an ongoing saving of round £70,000 per annum on the current cost of the in-house service. The Cabinet will be considering the proposal, following the staff consultation exercise, in September 2013.
(g) - Introduction of a new Housing Allocations Scheme	On Track	(Q1 2013/14) The Cabinet approved a completely new Housing Allocations Scheme in April 2013, effective from 1 September 2013. There is a significant amount of work being undertaken to implement the new Scheme, which is expected to remove around 3,500 applicants from the Housing Register and will require all remaining and new applicants to be re-assessed under the provisions of the new Scheme.
(h) - Exploration of appropriate options for smarter working and changes to corporate policy and culture	Under Control	(Q1 2013/14) A draft ICT Strategy has been considered by the Leadership Team and this will be presented to the Finance Scrutiny Panel in September for initial Member consideration. This strategy does include elements around smarter working and cultural change but these themes will need to be developed and taken forward in other specific pieces of work on transformation.
(i) - Assessment of grounds maintenance service in conjunction with new waste management contract	Under Control	(Q1 2013/14) Decision made to consider the future of the grounds service after the first stage of competitive dialogue and the receipt of initial tenders. Cabinet to consider in October 2013.
<i>(j) - Update of Local Land and</i>	<i>(none)</i>	<i>This is the high-level action for key Operating Models action (j) See progress against the specific next level actions(j) (i) and</i>

Property Gazetteer and review of mapping service structure		(j) (ii)
(j) - (i) Achievement of the 'Silver' service grade for the Local Land and Property Gazetteer	Behind Schedule	(Q1 2013/14) Good progress being made but now a risk of progress being stalled through difficulties with data protection requirements. This is preventing the temporary employment of support from Broxbourne Borough Council to deal with errors in the existing gazetteer database.
(j) - (ii) Completion of the Gazetteer structure considerations	On Track	(Q1 2013/14) Cross functional team considering where a corporate function would best fit.
(k) - Review of future provision of Careline Service	On Track	(Q1 2013/14) Although Essex CC officers recommended that a new county-wide telecare contract should be procured from April 2014, it is understood that, following representation from a number of Essex providers - including Epping Forest DC - Essex CC officers and members are currently considering the most appropriate way forward, having regard to the views expressed by existing Essex providers.

Deliver key priorities within budget

Action	Status	Progress
(a) – Development of revised key indicator set based on key strategies	On Track	(Q1 2013/14) On track to date
(b) – Delivery of all key outcomes	On Track	(Q1 2013/14) On track to date.
(c) – Consumption of resources within budget	On Track	(Q1 2013/14) There is concern about the levels of income from Development Control and Building Control as these are significantly below their estimated levels at the end of the first quarter. However, overall it is still anticipated that the capital and revenue outturns will be contained within budget.
(d) – Setting of a consistently low district council tax	On Track	(Q1 2013/14) The Spending Review announced that further grants will be available for Councils choosing to freeze their Council Tax for both 2014/15 and 2015/16. It is anticipated that Members will want to accept this offer and so Council Tax will continue to be frozen.

Prepare for changes arising from the transfer of public health responsibilities

Action	Status	Progress
(a) - Development of a District Public Health Strategy	Under Control	(Q1 2013/14) The local priorities for Health and Wellbeing have been established. A draft joint strategy for West Essex has been prepared in conjunction with Harlow and Uttlesford district councils, the West Essex Clinical Commissioning Group (CCG) and the County Council Public Health Locality Manager. There has been a delay due to the CCG not

		having yet established a 5-year plan and the first meeting of the West Essex Wellbeing Board being delayed due to the local government elections. Now due to meet 24 July.
--	--	--

Maximise potential of the Council's key development sites

Action	Status	Progress
<i>(a) – Development of plans for development of T11 site at Langston Road, Loughton</i>	<i>(none)</i>	<i>This is the high-level action for key Strategic Sites action (a). See progress against the specific next level actions (a) (i), a (ii) and (a) (iii)</i>
(a) – (i) Completion of a development agreement with the owner of the T11 site	Under Control	(Q1 2013/14) Meetings with the owners of the T11 site are taking place. Timing is linked to the outcome of the waste contract procurement process and expected vacation of the site.
(a) – (ii) Facilitation of a detailed planning application for the T11 site	Under Control	(Q1 2013/14) Meetings with the owners of the T11 site are taking place. Timing is linked to the outcome of the waste contract procurement process and expected vacation of the site.
(a) – (iii) Commencement of development at the T11 site	Under Control	(Q1 2013/14) Waste procurement provides for contractor to be able to remain at Langston Road alternative provided for at least a year.
<i>(b) – Development of plans for the council's site at North Weald, including disposal if appropriate</i>	<i>(none)</i>	<i>This is the high-level action for key Strategic Sites action (b). See progress against the specific next level actions (b) (i) and (b) (ii)</i>
(b) – (i) Consideration of a report reviewing the future of North Weald Airfield	Achieved	(Q1 2013/14) Report completed and to be presented to Cabinet on 22 July 2013.
(b) – (ii) Incorporation of recommendations for North Weald Airfield into development of Local Plan	On Track	(Q1 2013/14) Outcome of Cabinet on 22 July 2013 incorporated within the "Preferred Options" consultation phase of the Local Plan, scheduled for 2014.
<i>(c) – Development</i>	<i>(none)</i>	<i>This is the high-level action for key Strategic Sites action I. See progress against the specific next level actions c (i) and I (ii)</i>

<i>of plans for the disposal of all or part of the St. Johns Road site</i>		
(c) – (i) Jointly market the St Johns Road site for sale in part or as a whole	On Track	(Q1 2013/14) Joint marketing with Essex CC and the Epping Town Council is underway with a topographical survey on 15 July and viewing days on 22 and 24 July.
(c) – (ii) Relocation of the Housing Repairs Depot by 31 March 2014	Under Control	(Q1 2013/14) A schedule of the Council's requirements for a new base for the Housing Repairs Service has been assessed and formulated – which has established that a minimum floor area of 1,045 SqM of internal space, plus a further minimum floor area of 1,000 SqM. Of external space, would be required. The Council's requirements have been circulated to commercial agents to identify suitable premises. No relocation site identified yet – awaiting clarification of overall depot requirements in the Waste etc. contract. No risk of impact on operations yet.
<i>(d) – Disposal of the council's nursery site at Pyrles Lane, Loughton</i>	<i>(none)</i>	<i>This is the high-level action for key Strategic Sites action (d). See progress against the specific next level actions (d) (i) and (d) (ii)</i>
(d) – (i) Determination of a planning application for the nursery site at Pyrles Lane	On Track	(Q1 2013/14) Planning application refused.
(d) – (ii) Relocation of the Nursery Service from the Pyrles Lane site	On Track	(Q1 2013/14) Future of nursery service awaits clarification of depot requirements within the Waste etc. contract. Highly likely that glass houses will not be required.
(e) – Deliver Regeneration Action Plan for council land at The Broadway, Loughton	Under Control	(Q1 2013/14) The Broadway Regeneration Action Plan, which relates to the land under the control of the Council, was adopted by the Cabinet in 2012. Before the development of the Council's land can be progressed: (a) The Parish of Loughton needs to decide whether or not it wishes to provide a new church and community hall on EFDC-owned land in The Broadway, enabling replacement housing to be provided elsewhere on the Church's land. The Director of Housing has written to the Bishop of Barking (CofE) and the Archdeacon of Harlow (Methodists) seeking a high-level meeting with them to discuss the two Churches' aspirations and intentions, since EFDC needs to move forward; and (b) The outcome of the proposed re-development of the Sir Winston Churchill PH site by a private developer, which may or may not include some of the Council's land, needs to be determined. Once the way forward is clearer, the Council's Preferred Housing Association Partners will be invited to submit proposals for the development of the Council's remaining land for affordable housing. With regard to sites not under the Council's control, the proposed developer of the Sir Winston Churchill PH site is in discussions with Estates and Planning Officer about a proposed development scheme. Following initial discussions with Transport for London about its development proposals around Debden Station, no further contact has been received. Negotiations with the developer are progressing well and it is hoped that Heads of Term will be agreed shortly to enable a report to be submitted to Cabinet in September. Once approved the

		developer will submit a planning application and then the development agreement will be finalised.
--	--	--

(f) – Development of depot provision at Oakwood Hill, Loughton	(none)	<i>This is the high-level action for key Strategic Sites action (f). See progress against the specific next level actions (f) (i), (f) (ii) and (f) (iii)</i>
(f) – (i) Facilitation of a detailed planning application for Oakwood Hill, Loughton	At risk of failure	(Q1 2013/14) An additional geotechnical survey has been completed and a resubmission of the applications is being prepared for August.
(f) – (ii) Procurement of the detailed design and development of Oakwood Hill, Loughton	At risk of failure	(Q1 2013/14) An additional geotechnical survey has been completed and a resubmission of the applications is being prepared for August.
(f) – (iii) Commencement of development at Oakwood Hill, Loughton	At risk of failure	(Q1 2013/14) An additional geotechnical survey has been completed and a resubmission of the applications is being prepared for August.
(g) – Commencement of the council's new house building programme	On Track	(Q1 2013/14) East Thames Group has been appointed as the Council's Development Agent for the Housebuilding Programme. A new Council Housebuilding Cabinet Committee has been formed. The Development and Financial Appraisals for the developments in the first year of the Housebuilding Programme, comprising 25 new rented homes on 3 sites in Waltham Abbey, were considered by the Council Housebuilding Cabinet Committee on 10 th July 2013 and it was agreed that all three sites should be progressed to the planning application stage. The Cabinet Committee has agreed to utilise East Thames' EU-compliant Framework Agreements for the procurement of the works contractors, who will be selected through a competitive process from the Approved List.

Prepare and plan for the effects of welfare reforms in an effective and co-ordinated way

Action	Status	Progress
(a) - Delivery of the council's Welfare Reform Mitigation Action Plan	On Track	(Q1 2013/14) Following the formation of an (Officer) Welfare Reform Mitigation Project Team the Cabinet adopted a Welfare Reform Mitigation Action Plan in October 2012, which identified 59 separate actions. Progress is regularly monitored by both officers and, on a quarterly basis, the Housing Scrutiny Panel. Nearly two thirds of all the tasks have now either been achieved or nearly achieved, with most of the remaining third of all tasks either not yet being required or are no longer required. At the recent 3-Year re-accreditation assessment of

		the Housing Directorate's Customer Service Excellence Award, the external assessor awarded "Compliance Plus" accreditation for the comprehensive and customer-focused approach taken by the Council to the Welfare Reforms Mitigation Project.
(b) - Implementation of an updated local scheme of support for council tax	On Track	(Q1 2013/14) A report is going to the July Cabinet to start the consultation process for the 2014/15 scheme. Joint work on LSCT continues across Essex and there are no reasons at this time to suspect that the 2014/15 scheme will not be approved in time.
(c) - Retention of adequate resources to ensure the threat of fraud is effectively managed	On Track	(Q1 2013/14) The Department for Work and Pensions has not yet provided any more information on their road map towards a Single Fraud Investigation Service or their timescale for achieving this objective. As part of the corporate restructure, one of the options being considered is the consolidation of fraud officers into the Internal Audit Unit. This could help in providing a consistent and co-ordinated approach to the threat of fraud.
(d) - Retention of adequate resources to effectively operate council's benefit function	On Track	(Q1 2013/14) Further information is also still awaited from the DWP on a detailed implementation plan for Universal Credit and the future role of Local Authorities in the benefits system. To date staff retention has not been a problem and the performance on both changes of circumstance and new claims processing are better than their targets at the end of the first quarter.
(e) - Publication of appropriate information in respect of welfare reforms and the implications	On Track	(Q1 2013/14) The Councils Benefits and Housing Services continue to work with partners and provide information and assistance where appropriate. However, as set out above there has been a lack of significant announcements on how Welfare Reform is to be taken forward.