

Aim (i) To ensure that the Council has appropriate resources, on an ongoing basis, to fund its statutory duties and appropriate discretionary services whilst continuing to keep Council Tax low.

Key Objective (i)(a) To ensure that the Council's Medium Term Financial Strategy plans to meet the Council's financial and service requirements for any forward five year period, whilst minimising any reliance on Government funding.

Action	Lead Directorates	Target Date	Status	Progress
1) Deliver identified savings	Management Board	31-Mar-17	Achieved	<p>Q1 (2016/17) Printer Migration Project is being implemented. Transformation work-stream is reviewing further opportunities. Reports due in the autumn.</p> <p>Q2 (2016/17) Transformation savings of £107,260 of which £70,960 are General Fund and £36,300 HRA.</p> <p>Q3 (2016/17) Transformation savings of £107,260 of which £70,960 are General Fund and £36,300 HRA.</p> <p>Q4 (2016/17) Transformation savings of £107,260 of which £70,960 are General Fund and £36,300 HRA.</p>
2) Progress preparations for delivering savings for 2016/17	Management Board	31-Mar-17	Achieved	<p>Q1 (2016/17) Not yet due - will be progressed as part of the 2017/18 budget process.</p> <p>Q2 (2016/17) Not yet due - will be progressed as part of the 2017/18 budget process.</p> <p>Q3 (2016/17) Not yet due - will be progressed as part of the 2017/18 budget process.</p> <p>Q4 (2016/17) Budget approved by Council and medium term budget targets were achieved despite greater than anticipated reduction in New Homes Bonus.</p>
3) Develop additional business cases	Management Board	30-Sep-16	Achieved	<p>Q1 (2016/17) Printer Migration Project is being implemented. Transformation work-stream is reviewing further opportunities. Reports due in the autumn.</p>

				<p>Q2 (2016/17) Savings identified for 2016/17 total £107,260, of which £70,960 are general fund and £36,300 are HRA. Savings identified for 2017/18 total £40,500, of which £34,800 are general fund and £5,700 are HRA. Further savings ideas to be considered by the Cabinet for 2017/18 are estimated to range from £480,900 to £533,200. Of this £451,300 to £502,800 are general fund and £29,600 to £30,400 are HRA.</p> <p>Q3 (2016/17) Savings identified for 2016/17 total £107,260, of which £70,960 are general fund and £36,300 are HRA. Savings identified for 2017/18 total £40,500, of which £34,800 are general fund and £5,700 are HRA. Further savings ideas to be considered by the Cabinet for 2017/18 are estimated to range from £480,900 to £533,200. Of this £451,300 to £502,800 are general fund and £29,600 to £30,400 are HRA.</p> <p>Q4 (2016/17) Cabinet approved the transformation business case for the accommodation review. Detailed business case in preparation.</p>
4) Presentation of the Financial Issues Paper and MTFS update	Resources	31-Jul-16		<p>Q1 (2016/17) The Financial Issues Paper will be presented to the Finance & Performance Management Cabinet Committee on 14 July.</p> <p>Q2 (2016/17) The Financial Issues Paper was presented to the Finance and Performance Management Cabinet Committee on 14 July and the recommendations have now been agreed by Cabinet.</p> <p>Q4 (2016/17) as per Q3</p> <p>Q4 (2016/17) as per Q2 & Q3</p>
5) Review the future options for the HRA Financial Plan and to sell "high value" empty Council properties	Communities	30-Nov-16		<p>Q1 (2016/17) Awaiting Government Guidance and Regulations on the sale of "higher value" empty Council properties. The Review cannot be effectively undertaken until the level of the required levy to be paid to the Government is known.</p> <p>Q2 (2016/17) As Q1. However, some preliminary work on the resources available to the HRA for the Housebuilding Programme and levels of investment on the Council's housing stock have commenced, which will feed in to the review.</p>

				<p>Q3 (2016/17) Following the Government's announcement that the proposed High Value Voids Levy will not commence until at least 2018/19, and in view of the need to make strategic decisions for the HRA, the Housing Portfolio Holder has agreed that the further HRA Financial Options Review should be undertaken in 2 stages.</p> <p>The Council's HRA Business Planning Consultant has therefore been commissioned to provide a Stage 1 Options Report for consideration and it is planned to present the Options Report to the Finance and PM Cabinet Committee in Spring 2017, following consultation with the Communities Select Committee and Tenants and Leaseholders Federation, as previously agreed.</p> <p>Q4 (2016/17) The Finance & Performance Management Cabinet Committee undertook the Stage 1 Options Review and Cabinet subsequently agreed Cabinet Committee's recommendation that the Council Housebuilding Programme should be resumed for Phases 4-6 and that the Council should revert back to the Government's Decent Home Standard, from the Council's Modern Home Standard.</p>
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Key Objective (i)(b) To continue to review and develop the Council's own assets and landholdings for appropriate uses, in order to maximise revenue streams and capital receipts, and to deliver the following key projects:

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

Action	Lead Directorates	Target Date	Status	Progress
1) Complete phase 1 of the Council House-buildings	Communities	31-Jul-16	Under Control	<p>(Q1 2016/17) Following the termination of the contract with the contractor for Phase 1, due to poor performance, negotiations are being held with another contractor to complete the works.</p> <p>(Q2 2016/17) Following a comprehensive assessment of the outstanding works, PA Finlay has now been selected to complete the works through a Completion Contract. The contract is currently in the process of being signed. It is expected that works will commence on site W/C 31st</p>

					<p>October 2016.</p> <p>Q3 (2016/17) Works commenced W/C 31st October 2016 as planned and the completed homes will be handed over in phases during 2017 for letting.</p> <p>Q4 (2016/17) The first 2 properties for Phase 1 have been handed over. The remaining properties will be handed over in stages during 2017/18.</p>
2) Commence Phase 2 of the Council Housebuilding Programme	Communities	30-Apr-16		Achieved	<p>(Q1 2016/17) The contract has been signed, the contractor has taken possession of the site and is due to commence works shortly.</p> <p>(Q2 2016/17) Works have commenced.</p> <p>(Q3 2016/17) Works continue. There has been a delay due to the need to undertake detailed contamination investigations and associated remedial works, but the contractor is of the view that the programme can be brought back on track. In any event, since it is a Design and Build Contract, there should be no claims for loss and expense from the contractor for the delay.</p> <p>Q4 (2016/17) Works continue</p>
3) Relocate the Housing Repairs Service from the Epping Depot to alternative suitable alternative premises	Communities	30-Apr-16		Under Control	<p>(Q1 2016/17) Planning permission has been received for the construction of a new Repairs and Maintenance Hub at Blenheim Way, North Weald, for which it will take around 18 months to procure and undertake the works. However, at the meeting of Cabinet in July 2016, it was agreed that no further work should be undertaken on the proposal until after the outcome of the Strategic Accommodation Review, due to be reported to Cabinet in October 2016.</p> <p>(Q2 2016/17) The outcome of the Strategic Accommodation Review was not able to be reported to the October meeting of the Cabinet, and is unlikely to be reported until early 2017.</p> <p>(Q3 2016/17) As Q1 and Q2. In the meantime, the costs and implications of providing a temporary Housing Repairs Depot at North Weald Airfield is being explored as a possible short term interim option.</p>

					<p>Q4 (2016/17) in March 2017, Cabinet agreed that the Housing Repairs Service should be co-located at the Oakwood Hill Depot, Loughton. An officer project team has been formed, chaired by the Asst Director (Housing Property & Devt.), which will consider the works required to achieve the solution and report to Cabinet accordingly.</p>
<p>4) To facilitate, by the purchase of Essex County Council's interest and subsequent disposal to the preferred developer, the St John's Road redevelopment scheme.</p>	Neighbourhoods	30-Apr-16		Under Control	<p>(Q1 2016/17) The final terms of the purchase of the County Council's interest and subsequent disposal to Frontier Estates have been agreed and are to be considered by the respective Cabinet Committees in July 2016. The agreement will be in principle subject to further confirmation from the Secretary of State with regard to State Aid Regulations.</p> <p>(Q2 2016/17) Following the receipt of the State Aid consent form the Secretary of State, the final drafting of the Local Documentation for the District Council's purchase and subsequent sale to Frontier Estates at Essex County Council's interest in the site is nearing conclusion. Hope to practically complete by the end of October.</p> <p>(Q3 2016/17) The purchase of Essex County Council's interest in the St John's Road development site was completed in Mid December 2016. Arrangements have been made to continue with site security during the period of the development of the Planning Application by the preferred partner Frontier Estates.</p> <p>Q4 (2016/17) Since the Council purchased the site in December 2016, negotiations have continued with the Council's preferred developer Frontier Estates also involving Epping Town Council, to ensure that the form of development brings forward both the economic development and community benefits sought to be delivered by the agreed Design and Development Brief. These negotiations are yet to conclude.</p>
<p>5) Work in partnership with Moat Housing to commence the development of the Council garage site</p>	Communities	30-Jun-16		None	<p>(Q1 2016/17) A comprehensive Car Parking and Affordable Housing Plan for Vere Road, which includes consideration of the future of this site, is due to be considered by the Asset Management and Economic Development Cabinet Committee on 22nd August 2016.</p> <p>(Q2 2016/17) The Car Parking and Affordable Housing Plan was</p>

					considered by the Cabinet Committee on 2 nd August 2016. Cabinet subsequently approved the Plan, including the Cabinet Committee's recommendation that this site should not be developed for affordable housing, but to provide dedicated parking for the private residents of the Higgins development on the site of the former Sir Winston Churchill PH site. Therefore, this action is now closed.
6) Evaluate the submissions received for North Weald Airfield marketing exercise	Neighbourhoods	30-Nov-16		Under Control	<p>(Q1 2016/17) Submissions received in response to the expressions of interest have been assessed by the Asset Management Cabinet Committee. Specification for procurement of an operational partner has commenced.</p> <p>(Q2 2016/17) As per Q1.</p> <p>(Q3 2016/17) As per Q2.</p> <p>Q4 (2016/17) In advance of any further pursuit of external development partners, and as part of the further employment needs work being undertaken as part of the local plan process, the Council's Consultants Arup, are undertaking a site assessment to include both the volume and types of future employment uses that would be suitable for the Airfield. This will give a clearer context for future expressions of interest.</p>
7) Progress the Epping Forest Shopping Park Scheme	Neighbourhoods	31-Oct-16		Under Control	<p>(Q1 2016/17) Tenders have been received for the construction of the main Shopping Park, which further to final evaluation, will be recommended for approval at the Council's July Cabinet. Delays have been experienced with reaching agreement with Essex County Council on the final specifications and working methodology for the Highways Works. Whilst marketing is proceeding well, the Shopping Park is now not likely to open until Summer 2017.</p> <p>(Q2 2016/17) The main construction contractor McLaughlin and Harvey took possession of the site in mid September. Good mobilisation and clearance works have been achieved. 41 week construction programme on target. Highways Contractor has commenced S278 works. Some delays in relation to the need to locate new attenuation tanks. Shopping Park still on target to open in August 2017.</p>

				<p>(Q3 2016/2017) Main contractor ahead of programme, with steelwork erected before Christmas and work commenced on cladding. Main car park base coated and work on retaining wall to the rear of service yard largely complete. Delays still being experienced on S278 works. Ongoing dialogue with ECC to address.</p> <p>Q4 (2016/17) The main contract continues to programme with no delays or significant cost variations required. Completion to "shell" stage for final tenant fit-outs due to be achieved by mid May 2017. Problems still being experienced with Highways Authority. However, completion to facilitate a Shopping Park Opening of September 2017 still achievable.</p>
8) Commence Phase 3 of the Council Housebuilding Programme to provide up to 35 new affordable rented homes in Epping, Coopersale, North Weald and Ongar.	Communities	30-Jun-16	Achieved	<p>(Q1 2016/17) Tenders are due to be invited from contractors for a number of small construction contracts comprising Phase 3 in early August 2016.</p> <p>(Q2 2016/17) Tenders have been invited on a phased basis for the 7 separate contracts comprising Phase 3, with three tenders returned to date. The tenders will be reported to the Council Housebuilding Cabinet Committee for approval.</p> <p>(Q3 2016/17) Tenders for all but one site were agreed by the Council Housebuilding Cabinet Committee in December 2016. Contract documentation for the 6 sites are being progressed and Start-up meetings with the contractors arranged. Works are due to commence in February/March 2017.</p> <p>(Q4 2016/17) Phase 3 sites have commenced on site.</p>
9) Secure planning Phase 4 of the Council Housebuilding Programme to provide up to 50 new affordable rented homes in Loughton	Communities	31-May-16	Achieved	<p>(Q1 2016/17) A number of developments comprising Phase 4 have received planning permission, but a number have also been refused. The Council Housebuilding Cabinet Committee will consider the proposed approach to the delivery of Phase 4 once all planning applications have been determined.</p> <p>(Q2 2016/17) 10 planning applications have been approved; 2 applications were withdrawn following further discussion with planning officers; 2 applications were refused planning permission by the Area</p>

					<p>Plans Sub-Committee and 1 application (Vere Road, Loughton) was being held in abeyance pending the formulation of a Car Parking and Affordable Housing Plan, but is now being progressed following the adoption of a Plan.</p> <p>(Q3 2016/27) 11 sites within the proposed Phase 4 have now received planning permission; 4 sites have been refused planning permission. However, Phase 4 has not been progressed any further due to the Moratorium placed on the Council Housebuilding Programme by the Cabinet.</p> <p>(Q4 2016/17) Planning permissions secured for Phase 4 will provide 31 new affordable homes.</p>
<p>10) Subject to the receipt of planning permission, secure the provision of the affordable rented homes at the Council-owned site at Pyrles Lane, Loughton</p>	<p>Communities</p>	<p>30-Jun-16</p>		<p>Behind Schedule</p>	<p>(Q1 2016/17) A report will be submitted to Cabinet shortly on the proposed marketing strategy for the sale of the Pyrles Lane nursery site, which will consider the Council Housebuilding Cabinet Committee's recommendation that the completed affordable homes be purchased by the Council.</p> <p>(Q2 2016/17) The Director of Neighbourhoods intends to report on the Marketing Strategy to the November Cabinet meeting.</p> <p>(Q3 2016/17) The Director of Neighbourhoods intended to report on the Marketing Strategy to the February Cabinet meeting. However, Management Board has determined that this should be held in abeyance until the Stage 1 Further HRA Financial Options Review has been completed and decisions made on the future of the Council's Housebuilding Programme.</p> <p>(Q4 2016/17) Now that Cabinet has lifted the Moratorium on the Council Housebuilding Programme, the Director of Neighbourhoods intends to report to the Cabinet on the Marketing Strategy for the sale of the Pyrles Lane sit in June 2017, which will include a proposal for the purchase of the affordable rented homes from the developed that purchases the site.</p>

Key Objective (i)(c) To explore appropriate opportunities to make savings and increase income through the shared delivery of services with other organisations, where such arrangements would provide improved and/or more cost effective outcomes.

Action	Lead Directorates	Target Date	Status	Progress
1) Liaise with the Communities Directorate on Housing related / led projects is constructive and productive to retain Building Control project work in-house	Governance	30-Apr-16	Achieved	(Q1 2016/17) - We continue to enjoy a constructive and responsive relationship between directorates and building income continues to exceed budget. (Q2 2016/17) – As above. (Q3 2016/17) – As above. (Q4 2016/17) – As above.
2) Include a clause as standard in new commercial leases, to require the use of the Building Control service	Neighbourhoods	30-Apr-16	Achieved	(Q1 2016/17) Clause being prepared for inclusion in new commercial leases. (Q2 2016/17) - Clause completed. Evidence of commissions being achieved. (Q3 2016/17) - As above Q2. (Q4 2016/17) – As above.
3) Estates colleagues to include use of the in-house building control service in their standard negotiations	Governance	30-Apr-16	Under Control	(Q1 2016/17) - The directorates continue to liaise to embed the inclusion of the in-house service in negotiations. (Q2 2016/17) – Progress has been made but we need to continue to embed this process. (Q3 2016/17) - Building Control are continuing to hold constructive dialog with estates officers. (Q4 2016/17) – Building Control seek to impress upon colleagues the need to include the requirements early in negotiations.

<p>4) Include as standard in the specification for new contracts to upgrade Council facilities, a requirement to use the in-house Building Control service.</p>	<p>Neighbourhoods Resources</p>	<p>30-Apr-16</p>		<p>Achieved</p>	<p>(Q1 2016/17) The contract for the construction of the new Leisure Centre at Waltham Abbey and any other refurbishments will reflect the requirement to use the in-house Building Control Service. (Q2 2016/17) As (i)(c) previous (Q3 2016/17) As above in Q2. (Q4 2016/17) As above</p>
<p>5) For major development projects in which the Council has a sole or significant interest, ensure building regulations work is carried out by the in-house team</p>	<p>Neighbourhoods</p>	<p>30-Apr-16</p>		<p>Achieved</p>	<p>(Q1 2016/17) Opportunities are being offered to undertake the work. (Q2 2016/17) The in-house building control team are undertaking the work in relation to the Epping Forest Shopping Park and will be recommended for the potential new Leisure Centre in Waltham Abbey. (Q3 2016/17) As above in Q2. (Q4 2016/17) Places for People Leisure Management have engaged the in-house building control team for the Construction of the new Leisure Centre in Waltham Abbey. McLaughlin and Harvey have similarly utilised in house expertise for the main Shopping Park Contract.</p>
<p>6) Identify and undertake measures to raise the profile and successes of the in-house building control team.</p>	<p>Governance</p>	<p>30-Apr-16</p>		<p>Achieved</p>	<p>(Q1 2016/17) The Staples Road Junior School in Loughton was shortlisted for the Local Authority Building Control awards held in Cambridge and the team continues to promote partnership working resulting in healthy income levels. (Q2 2016/17) - We are continuing to train our own officers to ensure the quality of the service which we have to market. (Q3 2016/17) - National recognition for both building control trainees and increased income demonstrate the commitment to and of the in house building control team. (Q4 2016/17) - The team is currently looking for opportunities to work with neighbouring authorities and to retain a full complement of professional staff.</p>

7) Participate in the renegotiations of the contracts for the provision of on-line library services	Governance	31-Mar-17	Achieved	(Q1 2016/17) - As part of PLP the legal service continues to benefit from reduced online library services in a form of savings. (Q2 2016/17) – As above. (Q3 2016/17) - As above. (Q4 2016/17) - Completed
8) Explore the possible expansion of the insurance service provided to Uttlesford. District Council.	Resources	30-Sep-16	Achieved	(Q1 2016/17) - The possibility of expanding the insurance service has been explored with both Uttlesford and other Essex districts but unfortunately all those contacted are not interested in changing their arrangements at this time. (Q2 & Q3 & Q4 2016/17) – As per Q1.
9) Implement an integrated HR/Payroll IT system jointly with at least one other authority.	Resources	31-Mar-17	Achieved	(Q1 2016/17) - Implementation underway with Braintree & Colchester councils, with these sites going live first. The target for Epping to go live with the new system is December 2016. (Q2 2016/17) – The implementation is proceeding in line with the timetable and the system is still expected to go live in December 2016. (Q3 2016/17) Payroll for December produced successfully on the new system. Work continues to fully implement the system and make features like self-service available. (Q4 2016/17) System in place and producing monthly payroll. Lead roles on implementing other modules agreed with partner authorities and work progressing.
10) Evaluate possibility of shared service as part of Debt Working Party.	Resources	30-Sep-16	Behind Schedule	(Q1 2016/17) - The Working Party continues to meet and reports back to Management Board on potential improvements and alterations to the processes of debt recovery. (Q2 & Q3 & Q4 2016/17) – As per Q1.
11) Provide HR/payroll services to at least one other authority	Resources	31-Mar-17	Behind Schedule	(Q1 2016/17) - The primary focus is currently the implementation of the new system - see item 9 above.

				<p>(Q2 & Q3 2016/17) – As per Q1 – the system needs to be in place before we can offer it to others.</p> <p>(Q4 2016/17) – System now in place and this ambition can be carried forward to 2017/18.</p>
12) Evaluate possibility of shared service as part of Scanning Working Party	Resources	30-Sep-16	Behind Schedule	<p>(Q1 2016/17) - The Working Party has been established with a project charter and meetings have taken place as part of the discovery phase.</p> <p>(Q2 2016/17) – The discovery phase is continuing and changes have already been made to make several processes more efficient.</p> <p>(Q3 2016/17) As for Q2 above, although progress has been slower than had been anticipated.</p> <p>(Q4 2016/17) Project Initiation Document drafted for discussion at the Transformation Programme Board on 5 April. This will determine the future direction of the project.</p>
13) Identify additional Council services that may benefit from a shared provision with other organisations	Management Board	31-Mar-17	Achieved	<p>(Q1 2016/17) Good progress made with audit. Opportunities being discussed with West Essex Chief Executives.</p> <p>(Q2 2016/17) - Good progress made with audit. Opportunities being discussed with West Essex Chief Executives.</p> <p>(Q3 2016/17) - Workshop on joint working with Essex County Council scheduled for Leadership Team in February 2017.</p> <p>(Q4 2016/17) - Audit shared service fully implemented. Plans well advanced for a Museum Development Trust with potential to provide services to other councils.</p>

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

Key Objective (ii)(a) To produce a sound Local Plan, following consultation with local residents and working with neighbouring councils, that meets the needs of our communities whilst minimising the impact on the District's Green Belt.

Action	Lead Directorates	Target Date	Status	Progress
1) Update the Council's Housing Strategy, following production of the Preferred Options for the Local Plan.	Communities	31-Dec-16	Under Control	<p>(Q1 2016/17) It has previously been agreed that work on updating the Council's Housing Strategy should not commence until the Draft Local Plan Preferred Approach has been published, which is currently expected to take place in October 2016, since the Housing Strategy is so dependent on the Local Plan proposals.</p> <p>(Q2 2016/17) On the assumption that consultation on the Draft Local Plan will commence on 31st October 2016, the Director of Communities is currently setting up an officer Project Team to formulate a draft Housing Strategy.</p> <p>(Q3 2016/17) The officer Project Team is in the process of drafting the new Housing Strategy. It is planned to present a Consultation Draft of the Housing Strategy to the Communities Select Committee in March 2017, prior to undertaking a consultation exercise on the Draft Strategy. Following consultation, the final version will be submitted to Cabinet for consideration and recommendation to Full Council in Summer 2017.</p> <p>(Q4 2016/17) The Project Team has almost completed the drafting of the document, which is not due to be considered by the Communities Select Committee in June 2017.</p>
2) To undertake Phase II of a comprehensive Green Belt Review as a key component of the local Plan evidence base.	Neighbourhoods	31-Jan-16	Achieved	<p>(Q1 2016/17) Phase II of the Green Belt Review has been completed and now forms part of the evidence base in undertaking individual site assessment work.</p> <p>(Q2 2016/17) – Draft Plan agreed for consultation to include Green Belt Assessment.</p>

				<p>Note: Carried over from last year and completed (achieved) in this year.</p> <p>(Q3 2016/17) As above fully achieved.</p> <p>(Q4 2016/17) As above fully achieved.</p>
3) Agree a Draft Local Plan and undertake the appropriate sustainability appraisal.	Neighbourhoods	31-May-16	Under Control	<p>(Q1 2016/17) New Local Plan Development Scheme due to consideration at the July Cabinet Committee. Sustainability appraisals underway.</p> <p>(Q2 2016/17) Cabinet to consider draft Plan in October. Consultation period to run from the 31 October to the 12 December 2016. LDS timeframes still being achieved.</p> <p>(Q3 2016/17) Consultation successfully completed. Approximately 3500 responses received. Evaluation commenced with report on headline findings to be considered by Cabinet in March. Further work on additional site assessment commissioned.</p> <p>(Q4 2016/2017) Further site assessment work due to proceed in April 2017 awaiting the result of the full evaluation of the consultation to include details of new or revised sites being promoted.</p>
4) Undertake all necessary consultations and negotiations under the Duty to Co-operate with Neighbouring Authorities	Neighbourhoods	31-Mar-17	Under Control	<p>(Q1 2016/17) The work of the Co-operation for Sustainable Development Board is ongoing fulfilling the requirements of the Duty to Co-operation. Currently chaired by EFDC but due to transfer to East Herts in June. Intention is for the four authorities within the Strategic Housing Market Area to consult simultaneously in the Autumn.</p> <p>(Q2 2016/17) Work of the Duty to Co-operate Board ongoing. Two of three Memorandum of Understandings nearing signature. Uttlesford and Harlow construction timescales have slipped by 2-3 months.</p> <p>(Q3 2016/2017) Uttlesford and Harlow failed to meet consultation deadline. Joint Garden Bid successful with £500,000 awarded by DCLG.</p> <p>(Q4 2016/2017) Duty to Co-operate Officer and Member Boards continue to be active. Memorandum of Understandings now signed off.</p>

					East Herts proceeding to Regulation 19 Submissions. Further tranche of Garden City Funding awarded £170k.
5) Submit the Final Local Plan to the Planning Inspectorate for Examination.	Neighbourhoods	31-Oct-17	Behind Schedule		<p>(Q1 2016/17) Final Local Plan Document in accordance with the revised Local Development Scheme due to be submitted for Examination in Public in November/December 2017.</p> <p>(Q2 2016/17) As above. The draft plan will be reviewed by Cabinet in October.</p> <p>(Q3 2016/2017) Cabinet and Council agreed consultation plan in October. Local Development Scheme due to be reviewed in July 2017. Series of Member Workshops planned to consider Regulation 19 Draft in next 6 months. Publication of pre-submission draft in October 2017.</p> <p>(Q4 2016/2017) Revised Local Development Scheme agreed by Cabinet in March 2017. Now envisaged Pre-Submission Reg. 19 Publication in January 2018. Members Workshops arranged in April on arear basis on "place shaping".</p>

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

Action	Lead Directorates	Target Date	Status	Progress
1) Continue with the Council's apprenticeship scheme for the district's young people, providing sustainable employment opportunities.	Resources	30-Sep-16	Achieved	<p>(Q1 2016/17) The cohort recruited in 2015 continues to make good progress with their apprenticeships. A full intake will occur again in 2017. For 2016 the focus is on the recruitment of a new graduate trainee.</p> <p>(Q2 2016/17) Despite several attempts we were unable to recruit a new graduate trainee. The current apprentices continue to make good</p>

				<p>progress and preparations are underway to expand the programme to meet the requirements of the Apprenticeship Levy from April 2017.</p> <p>(Q3 2016/17) - All but one of the current apprentices have now found jobs. Plans now in place to meet the requirements of the Apprenticeship Levy and to manage the larger intake of apprentices in 2017/18.</p> <p>(Q4 2016/17) All of the apprentices have now found jobs. Work progressing well for larger intake of apprentices in 2017/18 and to ensure compliance with the requirements of the Apprenticeship Levy.</p>
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Key Objective (ii)(c) To deliver the Council's new Leisure and Cultural Strategy, in order to maximise participation and value for money in the provision of leisure and cultural services to local residents and visitors.

Action	Lead Directorates	Target Date	Status	Progress
1) In partnership with Essex County Council, NHS England and Waltham Abbey Town Council, undertake a Master-planning exercise for the provision of a proposed new swimming pool, new health centre and an independent living scheme for older people at Hillhouse, Waltham Abbey.	Communities Neighbourhoods	31-May-16	Achieved	<p>(Q1 2016/17) The Master Plan has been produced, published and formally endorsed by the Cabinet.</p> <p>(Q2 2016/17) An Outline Planning Application has been submitted and is due to be determined by the District Development Management Committee in November 2016. Proposals have been received from the 3 Final Tenderers from the Leisure Management Contract.</p> <p>(Q3 2016/17) Outline Planning Permission was granted in November 2016, subject to a Section 106 Agreement being signed, which is under negotiation. In December 2016, Cabinet selected the Preferred Tenderer for the Leisure Management Contract i.e. Places for People who are working towards the submission of full planning application in late March 2017.</p> <p>(Q4 2016/17) As Q3</p>

2) Undertake a public consultation exercise on the Draft Masterplan for Hillhouse, Waltham Abbey.	Communities Neighbourhoods	31-Mar-16		Achieved	<p>(Q1 2016/17) The master-planning exercise (see 1 above) included consultation with all key stakeholders and the holding of a Community Planning Weekend, to which all residents, local businesses and other interested parties were invited. Feedback received from this consultation process informed the final Master Plan.</p> <p>(Q2 2016/17) The feedback informed both the Master Plan and the subsequent Outline Planning Application due to be considered in November 2016.</p> <p>(Q3 2016/17) Outline Planning permission granted. Section 106 Agreement to be entered into to compensate for loss of playing pitches at Hillhouse.</p> <p>(Q4 2016/2017) Section 106 Completed and all conditions discharged on outline consent.</p>
3) Jointly pursue the provision of a new Secondary School on the Ongar Campus site	Neighbourhoods	30-Apr-16		Achieved	<p>(Q1 2016/17) Completed</p> <p>(Q2 2016/17) As above</p> <p>(Q3 2016/17) As above</p> <p>(Q4 2016/17) As above</p>
4) As part of the competitive dialogue procurement process for the new Leisure Management Contract, take forward the provision of a replacement swimming pool in Waltham Abbey	Neighbourhoods	30-Sep-16		Achieved	<p>(Q1 2016/17) Completed</p> <p>(Q2 2016/17) As above.</p> <p>(Q3 2016/2017) Places for People appointed as successful contractor and scheme agreed to build new Leisure Centre at Hillhouse.</p> <p>(Q4 2016/2017) The Council's new Leisure Management Contractor are due to submit the Full Planning Application by the end of April 2017. Completed building due to be open in November 2018.</p>
5) Subject to the receipt of funding from Arts Council England, investigate the possible establishment of a	Communities	30-Jun-16		Achieved	<p>(Q1 2016/17) The outcome of the bid for funding from Arts Council England is awaited.</p>

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

Key Objective (iii)(a) To have efficient arrangements in place to enable customers to easily contact the Council, in a variety of convenient ways, and in most cases have their service needs met effectively on first contact.

Action	Lead Directorates	Target Date	Status	Progress
1) Review the success of the increased opening hours and the increased delivery of Council services at the Council Office at the Limes Centre	Communities	31-Jan-17	Achieved	<p>(Q1 2016/17) - The increased opening hours have been introduced, with the provision of increased Council services from the Council Office. A formal review of the success of this initiative is planned to be undertaken by the Communities Select Committee after 12 months' operation - in 2017.</p> <p>(Q2 2016/17) – As Q1.</p>

				<p>(Q3 2016/17) - As Q1.</p> <p>(Q4 2016/17) The success of the expansion was reviewed by the Communities Select Committee in March 2017, who concluded that it had been successful, and recommended to the Housing Porfolio Holder that the arrangement be made permanent</p>
<p>2) Implement and/or produce an Implementation Plan for, the agreed proposals for improving customer contact.</p>	<p>Management Board</p>	<p>31-Mar-17</p>	<p>Achieved</p>	<p>(Q1 2016/17) - The customer contact project team continues to make good progress. A Head of Customer Service is due to be appointed shortly.</p> <p>(Q2 2016/17) – Head of Customer Services has been appointed and is due to start on 2 November. Implementation plan produced and implementation continues. A portfolio Holder decision on purchase of CMS software has been taken and now being actioned to allow prototyping work to be undertaken through to March 2017. A draft specification for the reception work has been agreed with Facilities which now moves to initial design stage. A further period of monitoring of visitor patterns was undertaken in September. A Channel shift/process mapping day will take place in early November. New ICT analyst position now filled and started working on our online forms to transition them to the new CMS.</p> <p>(Q3 2016/17) Complaints handling revised to two stage process. Process mapping undertaken. Prototyping of new CRM scoped.</p> <p>(Q4 2016/17) Neighbourhoods call centre staff and back office staff transferred into customer team and process re-engineering has started. Cabinet approved in principle the redesign of the Customer Contact Centre subject to detailed business case demonstrating sufficient payback.</p>

Key Objective (iii)(b) To utilise modern technology to enable Council officers and members to work more effectively, in order to provide enhanced services to customers and make Council services and information easier to access.

Action	Lead Directorates	Target Date	Status	Progress
1) Achieve significant progress in the scanning of paper and microfiche Development Control files	Governance	31-Mar-17	Achieved	<p>(Q1 2016/17) - The dedicated team continues to scan Planning files with a view to supporting flexible and remote working and reducing space requirements.</p> <p>(Q2 2016/17) – The team is up to speed and we continue to scan the files to support flexible working.</p> <p>(Q3 2016/17) - Cabinet has agreed continued funding for a three year scanning project based on a full report of progress to date.</p> <p>(Q4 2016/17) - Progress continues.</p>
2) Scan Building Control paper and microfiche files to promote flexible working and reduce storage costs.	Governance	31-Mar-17	Achieved	<p>(Q1 2016/17) - The dedicated team continues to scan building control with a view to supporting flexible and remote working and reducing space requirements.</p> <p>(Q2 2016/17) – As above.</p> <p>(Q3 2016/17) - Cabinet has agreed continued funding for a three year scanning project based on a full report of progress to date.</p> <p>(Q4 2016/17) – Progress continued.</p>
3) Undertake document scanning projects in Legal Services and Development management to support the Transformation Programme.	Governance	31-Mar-17	Achieved	<p>(Q1 2016/17) - We continue to scan legal documents and we are embarking on a program of creating electronic files for certain categories of legal work. Approximately 20% of the 2383 Council Deeds have been scanned and up-loaded onto the Council's mapping system. Additionally a spreadsheet has been developed to organise approximately 6000 miscellaneous documents in preparation for scanning.</p> <p>(Q2 2016/17) - We had a slight delay with the scanning as a result of a</p>

				<p>member of staff leaving and recruitment of a replacement. The new officer is in the progress of being trained.</p> <p>(Q3 2016/17) - Good progress is being made following the appointment to a temporary scanning post within legal.</p> <p>(Q4 2016/17) - Progress continues but subject to availability of resources due to competing priorities.</p>
4) Continue the implementation of the Council's ICT Strategy, with the completion of the following key projects	Resources	31-Mar-17	Achieved	<p>(Q1 2016/17) Implementation continues and is on target. An update report was presented to the Resources Select Committee in April.</p> <p>(Q2 2016/17) Good progress continues to be made and the capital bid for 2017/18 will be presented to Cabinet on 12 October.</p> <p>(Q3 2016/17) Cabinet approved the capital bid for 2017/18 which will now be subject to approval as part of the budget process. Implementation of projects is in line with targets.</p> <p>(Q4 2016/17) All key projects scheduled for 2016/17 have been implemented. Work now underway to update the Strategy for 2018 to 2023.</p>
5) Free up computer suite 1 for re-use as office accommodation.	Resources	31-Mar-17	Achieved	<p>(Q1 2016/17) On hold pending the accommodation review and is awaiting works to fully decommission.</p> <p>(Q2 & Q3 & Q4 2016/17) The computer suite is free for alternative users but will not be allocated or refurbished until the accommodation review has been completed.</p>

Key Objective (iii)(c) To ensure that the Council understands the effects of an ageing population within the District and works with other agencies to make appropriate plans and arrangements to respond to these effects.

Action	Lead Directorate	Target Date	Status	Progress
1) Complete the multi-service study to identify and better understand the demographics of an ageing population in the District.	Communities	30-Jun-16	Achieved	<p>(Q1 2016/17) The study has been completed and the Study Report has been drafted. In the first instance, the Draft Study Report will be considered by the Council's Management Board, following which it will be submitted to the Overview and Scrutiny Committee for consideration and discussion.</p> <p>(Q2 2016/17) The study has been completed. The findings will be reported to a Briefing Session for all members immediately before the Council meeting on 1st November 2016.</p> <p>(Q3 2016/17) - The Briefing Session for members was held on 1st November 2016.</p> <p>(Q4 2016/17) No further actions required</p>
2) Commence the implementation of the action plan formulated as a result of the multi-service study.	Communities	30-Sep-16	Achieved	<p>(Q1 2016/17) This will be implemented following consideration of the Study Report by the Overview and Scrutiny Committee, as referred to in (1) above.</p> <p>(Q2 2016/17) Now that the Study has been completed, the resultant Action Plan is currently being formulated.</p> <p>(Q3 2016/17) - The Action Plan has been produced and is starting to be implemented. 6-Month Progress Reports on the Action Plan will be reported to the Communities Select Committee, with the first report in June 2017.</p> <p>(Q4 2016/17) As Q3</p>
3) Review the delivery of housing support at the Council's sheltered housing schemes in the District.	Communities	30-Jun-16	Behind Schedule	<p>(Q1 2016/17) Initial ideas have been formulated on how housing support could be delivered at the Council's sheltered housing schemes in the future. However, this project is being held in abeyance, pending consideration by the Communities Select Committee and the Cabinet on the options for the future delivery of the Council's Careline Service.</p>

				<p>(Q2 2016/17) As Q1</p> <p>(Q3 2016/17) - This project continues to be held in abeyance, since the current focus of attention is on the preparations for the implementation of the decisions to be made by the Cabinet in February 2017 on the recommendations of the Communities Select Committee - which is to outsource the Careline Monitoring Service.</p> <p>(Q4 2016/17) As Q3</p>
<p>4) Review the Council's sheltered housing stock assets, with a view to rationalisation and modernisation through a strategic approach.</p>	<p>Communities</p>	<p>30-Jun-16</p>	<p>Behind Schedule</p>	<p>(Q1 2016/17) A number of proposals have been formulated by a project team led by the Director of Communities. It is intended that an initial report on the approach to the review will be submitted to the Communities Select Committee in November 2016 for consideration.</p> <p>(Q2 2016/17) As Q2 – but the report may be held over to the January 2017 meeting of the Select Committee, due to officer workload and the number of reports already due to be considered at the November meeting.</p> <p>(Q3 2016/17) This project is being held in abeyance until the future of the Council Housebuilding Programme has been determined through Stage 1 of the further HRA Financial Options Review.</p> <p>(Q4 2016/17) Now that Cabinet has made a decision to resume the Council Housebuilding Programme, this project can now be progressed</p>