

## i) (a) Ensure the Medium Term Financial Strategy meets service requirements

Action	Lead Directorates	Target Date	Status	Progress
1) Deliver identified savings	Management Board	31-Mar-16	On Target	Q1 (2015/16) Savings are on track at the end of Q1. Quarterly financial reporting of cumulative savings will be presented to Management Board to monitor progress. Most of the savings identified involved restructuring actions that have already been implemented in Q1.
2) Progress savings identified	Management Board	31-Mar-16	On Target	Q1 (2015/16) The 2016/17 budget process will follow a similar cycle to last year. The Director of Resources has already produced a financial issues paper and an outline MTFs to kick the process off. Savings targets will be considered at a Leadership Team meeting in the autumn.
3) Develop business cases	Management Board	30-Sep-15	On Target	Q1 (2015/16) Several ideas have come forward and these are now being worked up into business cases.
4) Commence the budget cycle	Resources	31-Jul-15	On Target	Q1 (2015/16) A meeting of the Finance Cabinet Committee has been arranged for 20 July and the agenda will include the Financial Issues Paper.

## i) (b) Review and develop the Council's assets and landholdings

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Action	Lead Directorates	Target Date	Status	Progress
1) Complete phase 1 of the Council House-buildings	Communities	31-Dec-15	Behind Schedule	(Q1 2015/16) The contractor has commenced construction works. However, the development has been delayed mainly due to the time it took for the contractor to put a performance bond in place. There are also on-going discussions with the contractor about responsibility for some additional costs, all of which are due to be considered by the Council Housebuilding Cabinet Committee on 27th July 2015.
2) Complete the major refurbishment scheme at Marden Close	Communities	30-Sep-15	On Target	(Q1 2015/16) The refurbishment/conversion scheme is due for completion in October 2015.
3) Secure planning permission and commence Phase 2 of the Council Housebuilding Programme	Communities	31-Aug-15	On Target	(Q1 2015/16) Following refusal by the Area Plans Sub-Committee of planning permission to provide 52 new affordable homes, a revised planning application for 51 new affordable homes has been submitted and is awaiting determination by the District Development Management Committee.
4) Negotiate and complete the St John's redevelopment Scheme at Epping	Neighbourhoods	30-Sep-15	Under Control	(Q1 2015/16) The Diocese has agreed to relax the Covenant on Lindsay House and the terms of disposal to Essex County Council have been agreed. The legal documentation regarding the purchase and subsequent sale of the St John's Road Site to Frontier Developments, is largely complete. Awaiting final agreement by the County Council's Cabinet in early September 2015. Legal advice has been sought regarding State Aid. A potential alternative site for a new Housing Repairs Centre, to which the facilities at the Epping Depot at the St Johns Rd site (together with the Housing Assets staff

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					currently based at the Civic Offices, Epping) could relocate is under consideration.
5) Work in partnership with Moat Housing to commence the development of the Council garage site	Communities	31-Mar-16	On Target		(Q1 2015/16) The Director of Communities is working with Moat Housing on the arrangements for the proposed development, including the design (on which ward members will be consulted). EFDC's Legal Services are also close to completing the first draft of the required lease.
6) Seek to vacate the Council's Hemnall Street Offices, Epping in order to redevelop/let the premises.	Management Board Communities	31-Mar-16	Pending		(Q1 2015/16) Awaiting space to become available at both the Civic Offices, Epping and the Epping Forest Museum, Waltham Abbey (when the extension/refurbishment is completed in Jan/Feb 2016).
7) Review all licence arrangements at North Weald Airfield	Neighbourhoods	30-Apr-15	On Target		(Q1 2015/16) As a result of the marketing exercise undertaken by Savills, three expressions of interest have been obtained from potential Development Partners to increase aviation activity and revenue. Interviews are being held in late August, with the intention of reporting to the Asset Management Cabinet Committee in October 2015.
8) Progress the Epping Forest Shopping Park Scheme	Neighbourhoods	30-Sep-16	On Target		(Q1 2015/16) The Council has acquired the interest of its previous Development Partner Polofind Ltd. Project Team now working directly to EFDC. Main contract being let in accordance with OEJU Regulations. Highways Contract due to be tendered by end of August 2015 with practical construction work due to commence February 2016. Anchor Tenants largely secured. Still aspiration to open for the Christmas Trading Period in 2016.

## i) (c) Make savings and increase income through shared services

Action	Lead Directorates	Target Date	Status	Progress
1) Work with 5 neighbouring councils to renew the contract and service arrangements for the Shared Housing Register Management Service	Communities	31-Jan-16	On Target	(Q1 2015/16) Following a detailed EU Competitive Dialogue process, the Herts & Essex Housing Options Consortium (HEHOC) has selected the existing provider, LHS, on the basis of price and quality, to provide the service under a new contract. The Housing Portfolio Holder has formally agreed to award the Council's contract to LHS and the legal contract documentation is currently being prepared for signature.
2) Approach neighbouring authorities to carry out checking and vetting of Building Control plans through partnership working.	Governance	31-Jan-16	On Target	(Q1 2015/16) Continue to partner with architects in respect plan checking work taking place in other authorities and we are adding partners to our list which is bringing in more work and income. Weston Homes continue to be our biggest partner.
3) Review the shared opportunities with the Public Law Partnership	Governance	31-Mar-16	On Target	(Q1 2015/16) Ongoing – staff attend quarterly meetings with the PLP and special interest groups. Use of shared library and reduced costs for training are explored and utilised.. Monitoring Officer investigations are both conducted by EFDC or on our behalf through the PLP.
4) Explore the possibility of sharing an integrated HR/Payroll IT system with other authorities.	Resources	30-Sep-15	On Target	(Q1 2015/16) Work is progressing with Braintree and Colchester and a common specification has been agreed for a new system.

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5) Explore providing payroll services to other authorities.	Resources	31-Mar-16	On Target	(Q1 2015/16) This was intended to follow on from the implementation of the new system. However, one authority in Essex is having difficulties and initial discussions have been held with them to provide support.
6) Explore providing an audio typing service to other authorities.	Resources	31-Mar-16	On Target	(Q1 2015/16) An approach had been received from Harlow but it was not possible to reach any agreement. Opportunities will now be explored with other authorities.
7) Identify additional Council services that may benefit from a shared provision with other organisations (either provided by the Council or others)	Management Board	31-Mar-16	On Target	(Q1 2015/16) Not due yet - some early conversations about potential opportunities identified have taken place.

### ii) (a) Produce a Local Plan

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-15	Pending	(Q1 2015/16) Awaiting production of the Local Plan Preferred Options.
2) Complete the gathering of information to form the evidence on which key decisions will be taken as part of the Local Plan.	Neighbourhoods	30-Apr-15	Under Control	(Q1 2015/16) Local Development Scheme agreed by Cabinet in June. Preferred Options targeted for Autumn 2016. Cabinet to consider Green Belt Review Stage 1 in September 2015 with Stage 2 to be completed by the end of the year. (Target date - Ongoing)

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3) Agree on objectively assessed Housing and Employment Need for the Local Plan Period.	Neighbourhoods	30-Apr-15	On Target	(Q1 2015/16) The Strategic Housing Market Area Assessment is due to be considered by the Duty to Co-operate Board on the 22 September 2015. A series of workshops are planned before the Council seeks to formally submit the Objectively Assessed Housing and Employment Need conclusions, into the Local Plan Evidence Base, at its Cabinet Meeting in October 2015.
4) Agree a Draft Local Plan and undertake the appropriate sustainability appraisal.	Neighbourhoods	30-Jun-15	Under Control	(Q1 2015/16) The sustainability appraisal work has commenced and due to completion in the early Autumn. Cabinet has agreed to the initial CIL Assessment.
5) Undertake the Preferred Options Consultations.	Neighbourhoods	30-Sep-15	Under Control	(Q1 2015/16) Preferred Options Consultation was according to the current LDS programmed to take place in July to September 2016. Extended consultation on the 1st Phase of the Green Belt Review is likely delay this phase of the Local Plan. Preferred Options Consultation now likely to start 10 weeks of consultation in early September 2016.
6) Submit the Final Local Plan to the Planning Inspectorate for Examination.	Neighbourhoods	Mon-30-Nov-15	Under Control	(Q1 2015/16) Final Plan to be submitted to Planning Inspectorate in October 2017 with a potential Examination in Public in early 2018, dependent on Planning Inspector availability, with adoption in September 2018 if found sound.

### ii) (b) Sustainable economic development

Action	Lead Directorates	Target Date	Status	Progress
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1) Consider the practicalities of revising procurement arrangements to encourage/require contractors to employ local residents for Council contracts.	Resources	31-Dec-15	On Target	(Q1 2015/16) An updated Procurement Strategy was approved by the Finance Cabinet on 19 March 2015. Revisions to procurement arrangements will be considered when implementing the strategy.
2) Incorporate the findings of the Economic Development Study into the Local Plan Evidence base with a view to determining future Employment Need.	Neighbourhoods	30-Apr-15	On Target	(Q1 2015/16) The future employment needs of the District have been assessed as part of the work undertaken to develop the Strategic Housing Market Area Assessment which also addresses employment. Due to be considered by Cabinet in October 2015.
3) After consultation on Preferred Options to allocate Employment land within the Council's Local Plan.	Neighbourhoods	30-Nov-15	Under Control	(Q1 2015/16) Employment policies and site allocations will be made after consideration as part of the Preferred Options exercise. Scheduled for Autumn 2016. Council to consider Publication Plan in March 2017 (Target Date March 2017)
4) Develop and implement a new Economic Development Plan for the District, building on the work that has been undertaken with regard to individual Town Centres.	Neighbourhoods	31-May-15	Behind Schedule	(Q1 2015/16) Work is ongoing with respect to the development of the Economic Development Plan. A key decision which will be central to the plan, is the employment requirements identified through the SHMA. The Plan is now anticipated in December 2015.
5) Continue to support the work of Local Business Partnerships to support the local economy and generate additional local employment opportunities.	Neighbourhoods	(not specified)	On Target	(Q1 2015/16) Work is ongoing to support Local Business Partnerships through attendance at Town Centre Partnerships, the publication of Business Briefings and organisation of networking events. The work in relation to Superfast Broadband will be of significant benefit to businesses in rural areas.
6) Continue with the Council's apprenticeship scheme for the district's young people, providing sustainable	Resources	30-Sep-15	On Target	(Q1 2015/16) A new cohort will be recruited during 2015. The council is in discussion with partners to see if it is possible to expand



employment opportunities.

the apprenticeship scheme.


**ii) (c) Leisure and Cultural Strategy**

Action	Lead Directorates	Target Date	Status	Progress
1) - Complete the extension and major refurbishment of the Epping Forest District Museum, Waltham Abbey and open to the public.	Communities	31-Dec-15	On Target	(Q1 2015/16) Good progress continues to be made, with an estimated completion date for works in October 2015, to be followed by the 3/4 month fit-out period prior to opening in Jan/Feb 2016.
2) Work in partnership with Waltham Abbey Town Council to investigate the feasibility of developing a new leisure/community hub at Hillhouse, Waltham Abbey.	Communities Neighbourhoods	31-Mar-16	On Target	(Q1 2015/16) Initial discussions continue to be held at officer level between EFDC, WATC, Essex CC and NHS England on potential community/leisure development opportunities for the locality around Hillhouse. Initial costings have been produced by Essex CC's consultants (funded by Essex CC) to inform the discussions. The intention is to come forward with a report to Cabinet in the Autumn proposing, and seeking funding for, the joint appointment of consultants to formulate a Masterplan, on which local residents can be consulted, prior to consideration/adoption by the Cabinet.
3) Appoint external specialist support to the competitive dialogue process for the new Leisure Management Contract, to ensure that the Council achieves best consideration.	Neighbourhoods	30-Apr-15	Achieved	(Q1 2015/16) RTP Consultants appointed. Officer Working Groups and Portfolio Holder Advisory Group established. Work is advanced on Initial Business Case to be considered by Portfolio Holder Advisory Group in September and Cabinet in October. The report to Cabinet will be recommending the Contract Strategy to include Contract length, packaging and options for refurbishment and/or



<p>4) In accordance with the recommendations of the Leisure and Culture Strategy, jointly pursue the provision of a new Secondary School on the Ongar Campus site</p>	<p>Neighbourhoods</p>	<p>31-May-15</p>		<p>Achieved new build. (Q1 2015/16) Since formal adoption by Full Council in December 2014, work is ongoing to deliver the key objectives of the Strategy through the Leisure Management Procurement process and Neighbourhood and Communities Business Plans. (Target Date - Ongoing)</p>
<p>5) 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.</p>	<p>Neighbourhoods</p>	<p>(not specified)</p>		<p>On Target (Q1 2015/16) As per ii) (c) 2).</p>

iii) (a) Customer Contact

Action	Lead Directorates	Target Date	Status	Progress
<p>1) Increase the opening hours of the Council Office at the Limes Centre, Chigwell, to improve access for local</p>	<p>Communities</p>	<p>30-Jun-15</p>	 <p>On Target</p>	<p>(Q1 2015/16) - Cabinet has approved the appointment of an additional part-time member of staff, funded by the HRA for an initial 2-year pilot period - and recruitment is underway. Once</p>

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residents to a range of Council services.

2) Introduce web-based and smartphone applications to enable Council tenants to report repairs on-line.

Communities

31-May-15

On Target

appointed, the opening hours of the Council Office at the Limes Centre will be increased into weekday afternoons

(Q1 2015/16) A new smartphone App has been produced and is now available for Council tenants to use to easily report repairs, using a "diagnostic tool" - as part of the Communities Directorate's approach to encourage channel shift. This was also identified and agreed as one of the "Key Deliverables" for the Repairs Management Contract with Mears. Work is also progressing on the development of a similar web-based facility for tenants to report repairs as well.

3) Establish a multi-disciplinary officer group to undertake a review and report on Management proposals for improving customer contact with the Council.

Board

31-Mar-16

On Target

(Q1 2015/16) The scope of the project has been agreed by Management Board and the multi-disciplinary officer group will hold its initial meeting in September.

### iii) (b) Modern Technology to enhance the Customer Contact

Action	Lead Directorates	Target Date	Status	Progress
1) Introduce more flexible methods for customers to pay for Council services.	Resources	31-Dec-15	On Target	(Q1 2015/16) This work is ongoing and the most recent example is the support given to the Neighbourhoods Directorate to facilitate the payment of parking charges by debit and credit cards.

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2) Introduce an on-line facility for customers to easily view and research objects held by the Epping Forest District Museum.	Communities	31-Mar-16	On Target	(Q1 2015/16) Work is progressing well.
3) Scan old Development Control & Building Control files and microfiche and increase the number of planning records available on the Council's website.	Governance	31-Jul-16	On Target	(Q1 2015/16) Microfiche scanning project using supervised apprentice staff is well underway. Historic planning application information continues to be scanned so that more information is available to the public and businesses on the Website. Selected Building Control documents are being scanned to enable remote working. In both cases, quality checking is taking place before secure destruction of hard documents.
4) Investigate and, if possible, implement the returns of Local Land Charges Searches by email.	Governance	30-Apr-16	Pending	(Q1 2015/16) Electronic solutions to viewing LLC Register on public access computers, emailing searches to solicitors and receiving email searches with card payments are largely dependant on ICT input – although this is ongoing and LLC are liaising with ICT, this is progressing slowly and proving difficult to solve.
5) Update the Contracts Register so that the contract documentation can be accessed and viewed by using an icon on the register. This will apply to new contracts at first.	Governance	30-Apr-16	On Target	(Q1 2015/16) Funding of £40,000 has been secured to progress electronic records within Legal Services. Liaising with ICT, Information@Work Aspect has been identified as a possible solution for electronic records management – a scanning machine has been obtained and dedicated staff employed from 10 August 2015 to start scanning Legal Records beginning with the Contracts Register.
6) Identify, during audits, any manual documentation or process that can be	Governance	31-Mar-16	On Target	(Q1 2015/16) Internal Audit continues to identify efficiencies during their audit work. Recently Internal Audit has been working with IT on a new gifts and hospitality form, and looking at the sickness absence

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improved by conversion to electronic form.

7) Continue the implementation of the Council's ICT Strategy, with the completion of key projects.

Resources

31-Mar-16

On Target

form as part of the Personal Data Working Group.

(Q1 2015/16) The implementation of the ICT Strategy is continuing. Many different options have been evaluated for mobile working and solutions are in place in several areas of the Council.

8) Complete a review of accommodation and make recommendations on utilisation of space and flexible methods of working.

Management Board

30-Sep-15

On Target

(Q1 2015/16) Visit to Leadership Team by Colchester's Director of Operations to explain how flexible working has progressed there. Subsequent workshop with leadership team to identify how each directorate at Epping might approach this. Job description for transformation director role drafted and recruitment process started.

### iii) (c) Understanding the ageing population

Action	Lead Directorate	Target Date	Status	Progress
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<p>1) Undertake a study to identify and better understand the demographics of an ageing population in the District and the effects on the Council and local residents</p>	Communities	31-Mar-16	On Target	<p>(Q1 2015/16) The final scope of the study, which will be led by the Asst. Director (Community Services and Safety) has almost been finalised. A multi-directorate officer project team has been formed to oversee and progress the project, which has already met a few times. The Council's National Graduate Trainee will be seconded to work on the project, under the supervision of the Lead AD, for 6 months from September 2015.</p>
<p>2) Review the provision and delivery of community and cultural services to older people.</p>	Communities	31-Oct-16	On Target	<p>(Q1 2015/16) This is being reviewed as part of the wider Ageing Population Project, with the current provision and delivery under initial review.</p>
<p>3) Undertake a review of the Council's sheltered and designated accommodation for older people</p>	Communities	31-Mar-16	On Target	<p>(Q1 2015/16) Two separate work-streams have been identified and established, each managed through officer project teams. Work-stream 1 is considering the streamlining and modernisation of the Scheme Management Service and is being led by the Asst. Director (Housing Operations) with a view to an outcome report being considered in detail by the Housing Select Committee in November 2015, with resultant recommendations being made to Cabinet. Work-stream 2 is considering the longer-term rationalisation and improvement of existing sheltered/grouped housing scheme sites. Led by the Director of Communities, it will produce a proposed strategy for consideration by the Housing Select Committee in 2016.</p>