

Our Corporate Plan 2018-2023

"Ready for the future"

Stronger communities

1. People live longer, healthier and independent lives

1.1 Supporting healthy lifestyles

1.2 Promoting independence for older people and people with disabilities

2. Adults and children are supported in times of need

2.1 Safeguarding and supporting people in vulnerable situations

3. People and communities achieve their full potential

3.1 Enabling communities to support themselves

3.2 Provide culture and leisure

3.3 Keeping the district safe

Stronger places

4. Delivering effective core services that people want

4.1 Keeping the district clean and green

4.2 Improving the district housing offer

5. A district with planned development

5.1 Planning development priorities

5.2 Ensuring infrastructure supports growth

6. An environment where new and existing businesses thrive

6.1 Supporting business enterprise and attracting investment

6.2 People develop skills to maximise their employment potential

6.3 Promoting retail, tourism and the visitor economy

Stronger council

7. Customer satisfaction

7.1 Engaging with the changing needs of our customers

8. Democratic engagement

8.1 Robust local democracy and governance

9. A culture of innovation

9.1 Enhancing skills and flexibility of our workforce

9.2 Improving performance through innovation and new technology

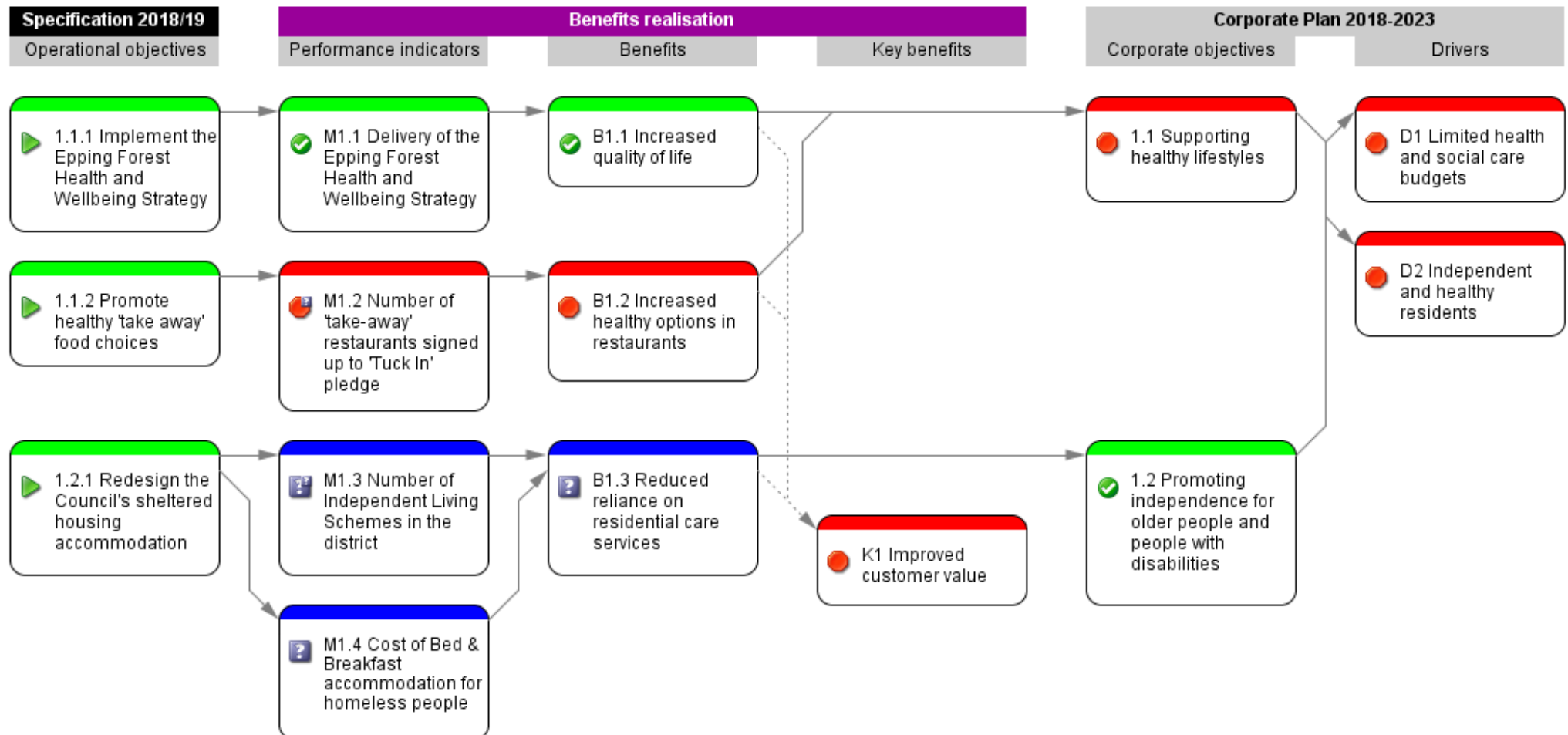
10. Financial independence with low Council Tax

10.1 Efficient use of our financial resources, buildings and assets

10.2 Working with commercial partners to add value for our customers

Aim 1 - People live longer, healthier and independent lives

Stronger communities



**Aim 1 People live longer, healthier and independent lives**

Stronger communities

To improve the quality of life and life expectancy of all our residents by promoting healthier lifestyles, as well as providing homes and facilities to reduce the future demand on social care services and support the independence of our more vulnerable residents.

Corporate objective 1.1 Supporting healthy lifestyles

Improving the quality of life, as well as life expectancy of all our residents by supporting and promoting healthier lifestyles, providing opportunities for physical activity and initiatives to support the emotional and mental health of our children and young people.

Operational objective 1.1.1 Implement the Epping Forest Health and Wellbeing Strategy

| RAG | Description | Progress | Due date | Expected outcome | Scrutiny | Manager |
|-----|--|----------|-------------|------------------|----------|---|
| | Implement the Epping Forest Health and Wellbeing Strategy | 75% | 31-Mar-2019 | Action On Target | CSC | Community and Partnership Services Director |
| | Q3 - The three multi-agency health & wellbeing thematic Action Groups continue to make good progress on their priority objectives. Overall, projects are 70% complete. | | | | | |
| | Q2 - Each of the three thematic Health & Wellbeing Action Groups have facilitated positive partnership working and are making good progress in the delivery of key projects. Each Action Group has identified and agreed its three priorities for 2018-19. Overall, projects are 30% complete. Action Plans for each multi-agency group will be taken to the next EF Health & Wellbeing Board meeting on 30th October. | | | | | |
| | Q1 - Multi-agency Action Groups have been established for each of the three health & wellbeing thematic priorities and Action Plans are currently being development in collaboration with the Council's partners. | | | | | |

Corporate objective 1.2 Promoting independence for older people and people with disabilities

Providing additional care facilities as well as future homes which in turn will reduce the demand on social care services and help to support independence.

Operational objective 1.2.1 Redesign the Council's sheltered housing accommodation

| RAG | Description | Progress | Due date | Expected outcome | Scrutiny | Manager |
|-----|--|----------|-------------|------------------|----------|--|
| | Redesign the Council's sheltered housing accommodation | 75% | 31-Mar-2019 | Action Pending | CSC | Housing and Property Services Director |
| | Q3 - as per Q2 | | | | | |

| | |
|--|---|
| | Q2 - This action is pending the implementation of the new Senior Management Structure |
| | Q1 - Project is currently being held in abeyance, pending the introduction of the new Senior Management Structure, due to the resultant increased commitments of the Director of Communities (who was leading the project) following the departure of the former Chief Executive and two other Directors. |

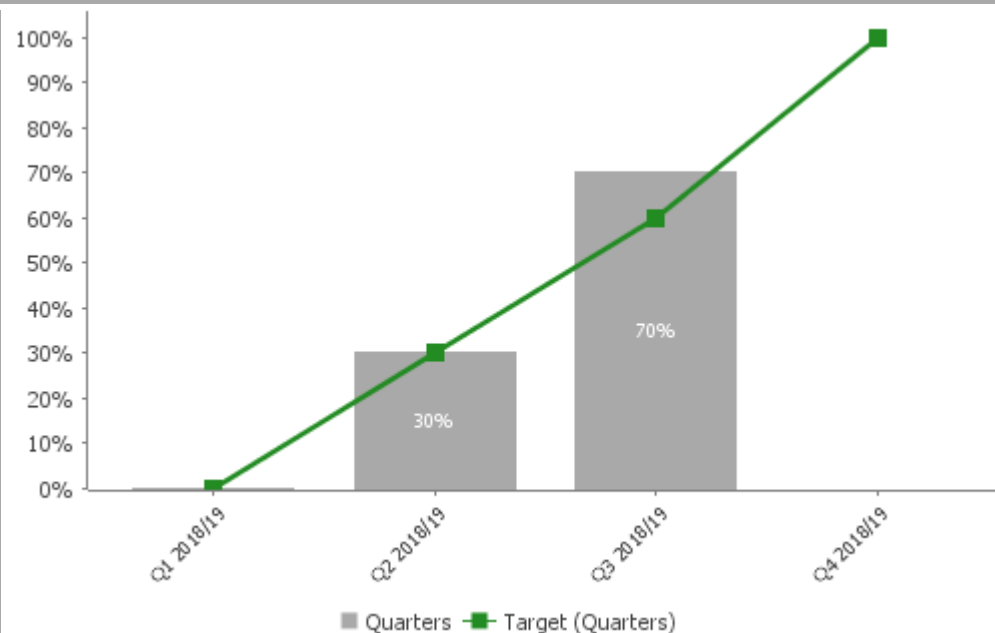
✓ **Performance indicator M1.1 Delivery of the Epping Forest Health and Wellbeing Strategy**

This indicator is a measure of the successful implementation of projects contributing to the multi-agency Epping Forest Health & Wellbeing Strategy 2018-28 (Year 1).

| Is year-end target likely to be achieved? | Live from | Scrutiny |
|---|------------------------------------|--------------|
| ▶ Yes | 2018 | CSC |
| Good performance | Corporate or Partnership indicator | Annual trend |
| Aim to Maximise | Partnership | ↑ |

Manager
Community and Partnership Services Director

Trend chart



Comments

Q3 - The three multi-agency health & wellbeing thematic Action Groups continue to make good progress on their priority objectives. Overall, projects are 70% complete.

Corrective action

| Q1 2018/19 | | | Q2 2018/19 | | | Q3 2018/19 | | | Q4 2018/19 | | |
|------------|-------|--------|------------|-------|--------|------------|-------|--------|------------|-------|--------|
| Target | Value | Status | Target | Value | Status | Target | Value | Status | Target | Value | Status |
| 0% | 0% | ✓ | 30% | 30% | ✓ | 60% | 70% | ✓ | 100% | | |



Performance indicator **M1.3 Number of Independent Living Homes in the district**

To promote an increase in the supply of Independent Living Homes for older people in the District, over the Corporate Plan Period (2018-23).

Is year-end target likely to be achieved?



Not applicable

Live from

2018

Scrutiny

CSC

Manager

Housing and Property Services Director

Good performance

Aim to Maximise

Corporate or Partnership indicator

Corporate

Annual trend

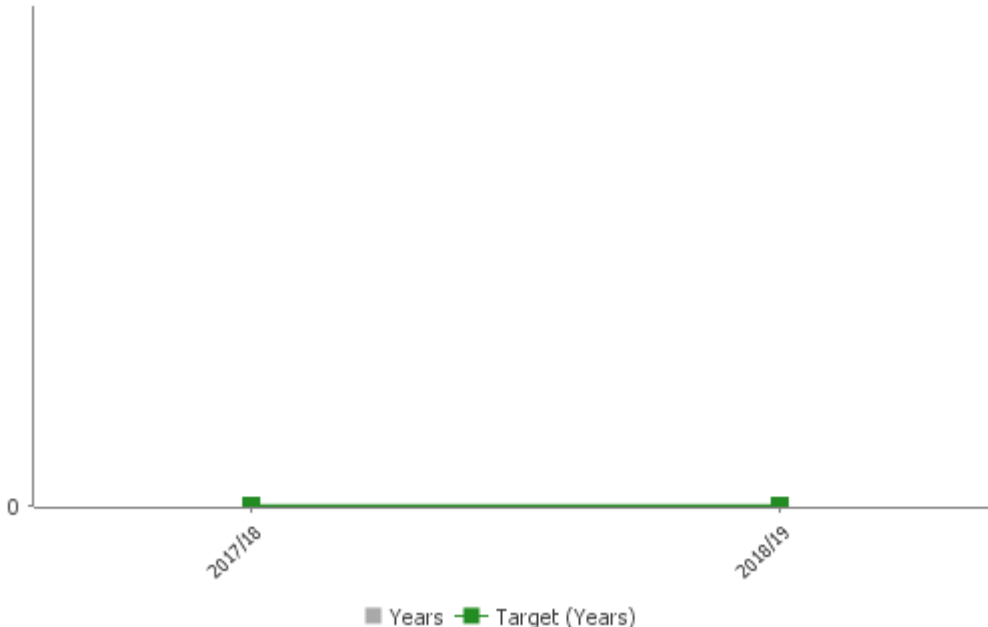


Trend chart

Comments

Q3 - No new schemes have been commenced or completed this year. However, new Independent living scheme planned at Hill House / Waltham Abbey next year.

Corrective action





2018/19

Target

0

Value

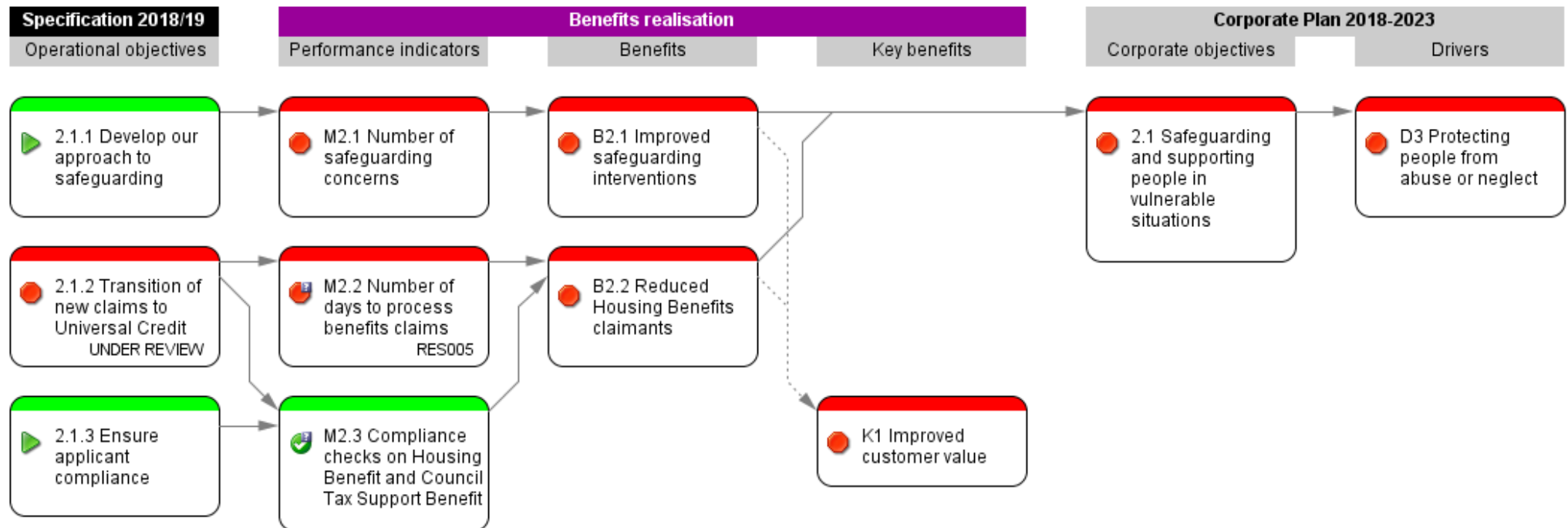
Status

| <div> Performance indicator</div> <div>M1.4 Bed & Breakfast accommodation for homeless people</div> | | | | |
|---|--|------------------------------------|-----------|--|
| The indicator is intended to measure the savings generated by the reduction in the cost of Bed & Breakfast (B&B) accommodation for homeless people when accommodated in pods (temporary modular accommodation). | Is year-end target likely to be achieved? | | Live from | Scrutiny |
| | <div><div></div>Not applicable</div> | | 2018 | CSC |
| Manager | Good performance | Corporate or Partnership indicator | | Annual trend |
| Housing and Property Services Director | Aim to Minimise | Corporate | | <div></div> |
| Trend chart | Comments | | | |
| | Q3 - This indicator will now be reported from 2019/20 onwards. | | | |
| | Corrective action | | | |
| | | | | |

| Q1 2018/19 | | | Q2 2018/19 | | | Q3 2018/19 | | | Q4 2018/19 | | |
|------------|-------|--------|------------|-------|--------|------------|-------|--------|------------|-------|--------|
| Target | Value | Status | Target | Value | Status | Target | Value | Status | Target | Value | Status |
| £0 | | | £0 | | | £0 | | | £0 | | |

Aim 2 - Adults and children are supported in times of need

Stronger communities



**Aim 2 Adults and children are supported in times of need**

Stronger communities

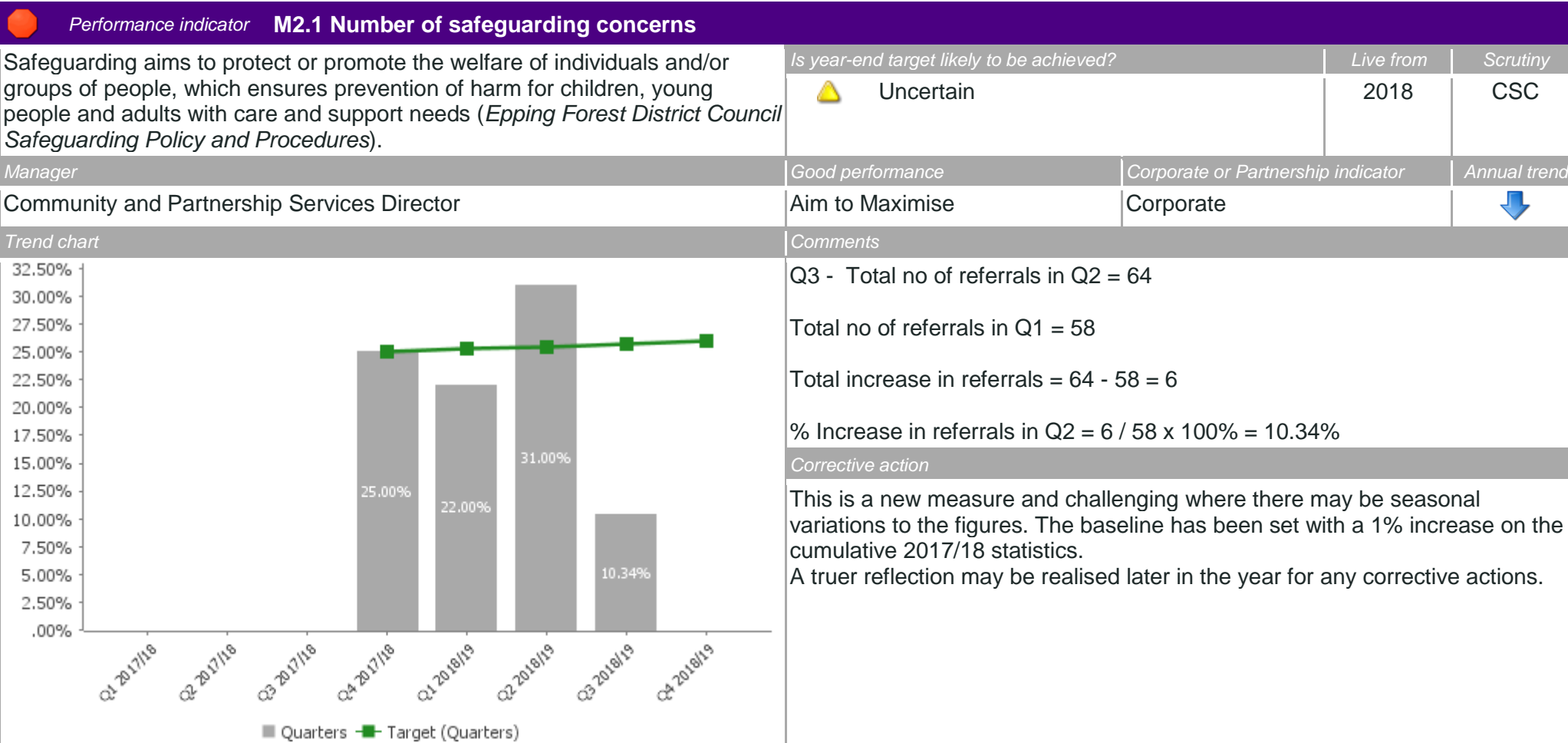
To protect people in vulnerable situations from abuse and neglect, and progressively remove the barriers which prevent people from accessing the help and support they need.




Corporate objective 2.1 Safeguarding and supporting people in vulnerable situations

Protecting people in vulnerable situations from abuse and neglect through a well trained workforce and by challenging the barriers that prevent people from accessing the help and support they need.

Operational objective 2.1.1 Develop our approach to safeguarding

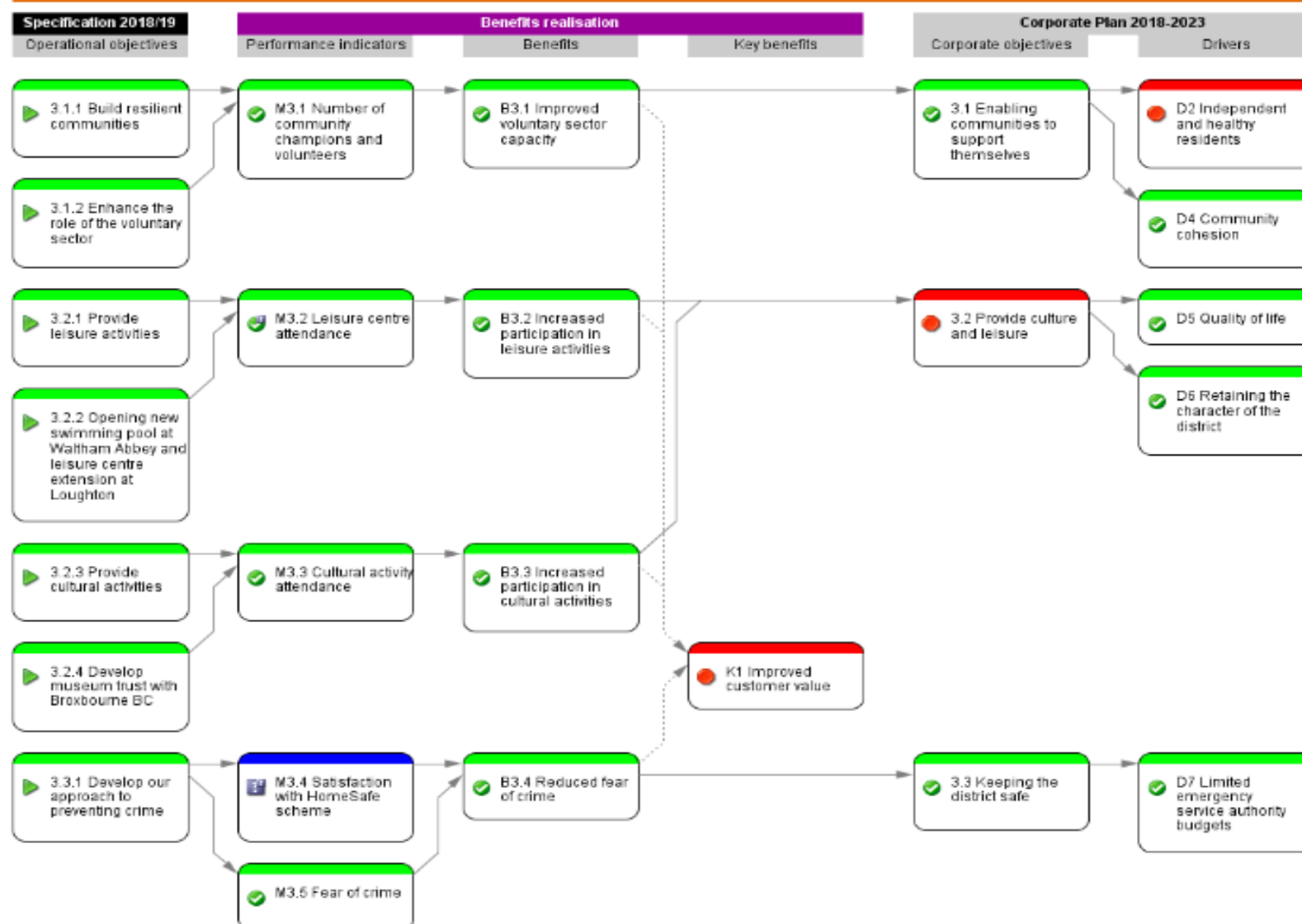
| RAG | Description | Progress | Due date | Expected outcome | Scrutiny | Manager |
|-----|---|----------|-------------|------------------|----------|---|
| | Develop our approach to safeguarding | 75% | 31-Mar-2019 | Action On Target | CSC | Community and Partnership Services Director |
| | Q3 - A meeting has been arranged between a Senior mental health practitioner and Safeguarding Lead for NELFT in January, at EFDC to discuss how we can access mental health services swiftly when supporting Epping Forest residents | | | | | |
| | Q2 - A large amount of safeguarding cases identified at EFDC involve mental health issues, we are attempting to identify improved referral pathways into the different mental health teams across the County to help support our residents to assist them getting the help and support they need earlier. | | | | | |
| | Q1 - The new Safeguarding Awareness e-learning course is now available on i-train and is mandatory for all EFDC staff this is to be completed by the 1 st October. The Safeguarding Team are currently piloting the face-to-face Enhanced course for all frontline/call centre staff and hope to roll this out from September onwards. | | | | | |



| Q1 2018/19 | | | Q2 2018/19 | | | Q3 2018/19 | | | Q4 2018/19 | | |
|------------|--------|---|------------|--------|---|------------|--------|---|------------|-------|--------|
| Target | Value | Status | Target | Value | Status | Target | Value | Status | Target | Value | Status |
| 25.25% | 22.00% |  | 25.50% | 31.00% |  | 25.75% | 10.34% |  | 26.00% | | |

Aim 3 - People and communities achieve their potential

Stronger communities



**Aim 3 People and communities achieve their potential**

Stronger communities

To enable communities to support themselves through the further development of partnership working with Town and Parish Councils and Voluntary Action Epping Forest, as well as provide opportunities for residents to participate in cultural and leisure activities which celebrate the character and heritage of the District. And finally, to prevent crime and ensure our residents feel safer through partnership working with Essex Police.


Corporate objective 3.1 Enabling communities to support themselves

Developing partnership working with the voluntary sector to help build community capacity and resilience across the district, enabling communities to support themselves.


Operational objective 3.1.1 Build resilient communities

| RAG | Description | Progress | Due date | Expected outcome | Scrutiny | Manager |
|-----|---|----------|-------------|------------------|----------|---|
| | Build resilient communities | 75% | 31-Mar-2019 | Action On Target | CSC | Community and Partnership Services Director |
| | <p>Q3 - 235 older residents attended four Stay Well this Winter events across the Epping Forest District. The events are a multi-agency approach to delivering core health, safety and wellbeing messages to the older community over the winter months in the Epping Forest District.</p> <p>Buckhurst Hill Social Isolation Project – a multi-agency door knocking exercise and community event were delivered in Buckhurst Hill as part of the process to understand and reduce levels of social isolation in Buckhurst Hill. As a result, EFDC have taken the lead with developing many activities and initiatives which will include raising awareness of the Active Living project, which targets inactive people, a new strength and balance exercise class, day time adult workshops, identifying a local community champion and the development working with the Monkams Public House to start a crochet club.</p> | | | | | |
| | <p>Q2 - A Buckhurst Hill Social Isolation Pilot Project Report is being produced with key findings, recommendations, lessons learnt and next steps. A number of initiatives have been identified to be developed in Buckhurst Hill to help reduce social isolation which will be implemented in Quarter 3. An Essex wide social isolation and loneliness working group has been set up to develop further initiatives to tackle social isolation and loneliness and EFDC will play an active role within this group. Recruitment of community champions has begun and is on track to meet the target of 6 initial community champions. An induction and training will be delivered to the first cohort of community champions in quarter 3.</p> | | | | | |
| | <p>Q1 – The Community, Health & Wellbeing Team, in partnership with the West Essex CCG, Community Matrons, Community Agents, VAEF, Essex County Fire & Rescue Service and Public Health has undertaken a pilot neighbourhood project in Buckhurst Hill. A door knocking exercise was undertaken and a community event will be facilitated in Q2. Intelligence gathered will be used to determine a partnership response to local need identified. A Community Champions Project has been launched and the initial six geographic localities identified.</p> | | | | | |


Operational objective 3.1.2 Enhance the role of the voluntary sector

| RAG | Description | Progress | Due date | Expected outcome | Scrutiny | Manager |
|---|---|----------|-------------|------------------|----------|---|
|  | Enhance the role of the voluntary sector | 75% | 31-Mar-2019 | Action On Target | CSC | Community and Partnership Services Director |
| | Q3 – Objective relating to Year 3 of the current Grant Aid SLA with VAEF has been agreed and signed by Chair of Trustees. | | | | | |
| | Q2 - Objective relating to Year 3 of the current Grant Aid SLA with VAEF have been agreed in line ECC`s pan-Essex targets for CVS`s and that the SLA Objectives will be signed shortly. | | | | | |
| | Q1 – Objective relating to Year 3 of the current Grant Aid SLA with VAEF are in the process of being agreed in line ECC`s pan-Essex targets for CVS`s. | | | | | |


Corporate objective 3.2 Providing culture and leisure

| | |
|---|---|
|  | Residents of all ages and backgrounds enjoy opportunities to participate in cultural and leisure activities which celebrate the rural character and heritage of our district. |
|---|---|


Operational objective 3.2.3 Provide cultural activities

| RAG | Description | Progress | Due date | Expected outcome | Scrutiny | Manager |
|---|--|----------|-------------|------------------|----------|--|
|  | Provide cultural activities | 75% | 31-Mar-2019 | Action On Target | CSC | Museum, Heritage & Culture Manager (CHC01) |
| | Q3 - Users in person: 9698. Total usage: 178417. The figures show an increase on the previous year's figures Oct-Dec 17/18 Users in person: 5412 Total usage: 164581 | | | | | |
| | Q2 - Total users 157308 (cumulative 287425). Users in person 11176 (cumulative 19902). Both these figures represent an increase on the 2017 -18 usage figures of 91866/7325 for this period. | | | | | |
| | Q1 - total users for cultural activities during q1 is 130117, where 8726 attended in person | | | | | |

Operational objective **3.2.4 Develop museum trust with Broxbourne BC**

| RAG | Description | Progress | Due date | Expected outcome | Scrutiny | Manager |
|---|--|----------|-------------|------------------|----------|--|
|  | Develop museum trust with Broxbourne BC | 75% | 31-Mar-2019 | Action On Target | CSC | Museum, Heritage & Culture Manager (CHC01) |
| | Q3 - The trust has met 5 times, the trust is registered with Companies House but still awaiting registration with the Charity Commission. Following the initial delay caused by internal issues within the charity commission a case officer has now been appointed the application for registration is now being reviewed. There are currently two trustee vacancies. | | | | | |
| | Q2 - All trustees appointed, trust has met four times, the trust is registered with Companies House registration with the Charity Commission is now proceeding with a case officer allocated. While the 13th October launch has been postponed. The trust is working on a joint bid with MHC for project funding to the HLF | | | | | |
| | Q1 - All trustees appointed, trust has met four times, the trust is registered with Companies House but still awaiting registration with the Charity Commission. Trustees supported MHC with its first Crowd funding campaign and has outlined its initial fundraising priorities. A formal launch of the trust will take place on the 13 th October. | | | | | |


Projects & programmes **P008 Museum Development Trust**

| RAG | Description | Progress | Due date | Stage | Scrutiny | Manager |
|---|---|----------|-------------|-----------|----------|---|
|  | To establish a Development Trust for the Epping Forest and Lowewood Museum services, involving the securing of additional income for activities, exhibitions and events, as well as providing opportunities for the greater inclusion of minority groups. | 98% | 31-Oct-2018 | Implement | CSC | Community and Partnership Services Director |


Corporate objective 3.3 Keeping the district safe

 Working in partnership with Essex Police to prevent crime and ensure our residents feel safe in the community.

Operational objective 3.3.1 Develop our approach to preventing crime

| RAG | Description | Progress | Due date | Expected outcome | Scrutiny | Manager |
|---|--|----------|-------------|------------------|----------|-----------------------------------|
|  | Develop our approach to preventing crime | 75% | 31-Mar-2019 | Action On Target | CSC | Safer Communities Manager (CSC01) |
| | Q3 - Following on from Operation Rose EFDC Community Safety Hub Police Officers are working with neighbouring Met Police Officers to deliver 5 Criminal Behaviour Orders (CBOs) on nominals identified in the operation resident in Epping Forest. Met Police are pursuing 9 CBOs on their respective nominals. | | | | | |
| | Q2 - The Hub is now working at full capacity, with a daily call conference facility which enables the co-located Community Safety and Police Officers react to rapidly emerging issues. Fortnightly district tasking is held on a Tuesday where tasking priorities and requests are agreed for the next two weeks. Tasking includes Officers from CID, Integrated Offender Management and Intelligence Teams to provide an accurate assessment of crime across the district. Over the first three months we have received 20 tasking requests, 19 of which were accepted. The CS officers have also carried out 32 self-generated cases and supported EFDC staff carrying out their functions on 16 occasions. | | | | | |
| | Q1 - The Epping Forest Community Safety Hub will be officially launched on 20 th July within the Civic Offices in Epping. Three full time police officers a sergeant and two PC's work from the Civic offices using a marked police vehicle. They are working in collaboration with the Community Safety Team as an integrated Community Safety Hub. The officers work activities are directed by tasking requests and must relate to priorities of the Police and Crime Plan or the Community Safety Partnership priorities for the district. | | | | | |

Projects & programmes P181 EFDC Community Safety Hub

| RAG | Description | Progress | Due date | Stage | Scrutiny | Manager |
|---|--|----------|-------------|-----------|----------|-----------------------------------|
|  | To create a new Community Safety Hub at the Civic Offices to tackle the rising incidents of crime and anti-social behaviour within the District involving the hosting of 3 Essex Police Officers, the refurbishing of the Community Safety Team Office and the commissioning of Parkguard Security to undertake targeted patrolling. | 66% | 30-Jun-2021 | Prototype | CSC | Safer Communities Manager (CSC01) |



Performance indicator **M3.1 Number of Community Champions and volunteers**

The aim of this indicator is to measure the increase in the number of community leaders and volunteers in the Epping Forest District. Volunteering is of importance in community terms, as it helps to create more resilient, vibrant and self-supporting communities.

Is year-end target likely to be achieved?

Yes

Live from

2018

Scrutiny

CSC

Manager

Community and Partnership Services Director Community, Health & Wellbeing Manager (CHW01)

Good performance

Aim to Maximise

Corporate or Partnership indicator

Corporate

Annual trend

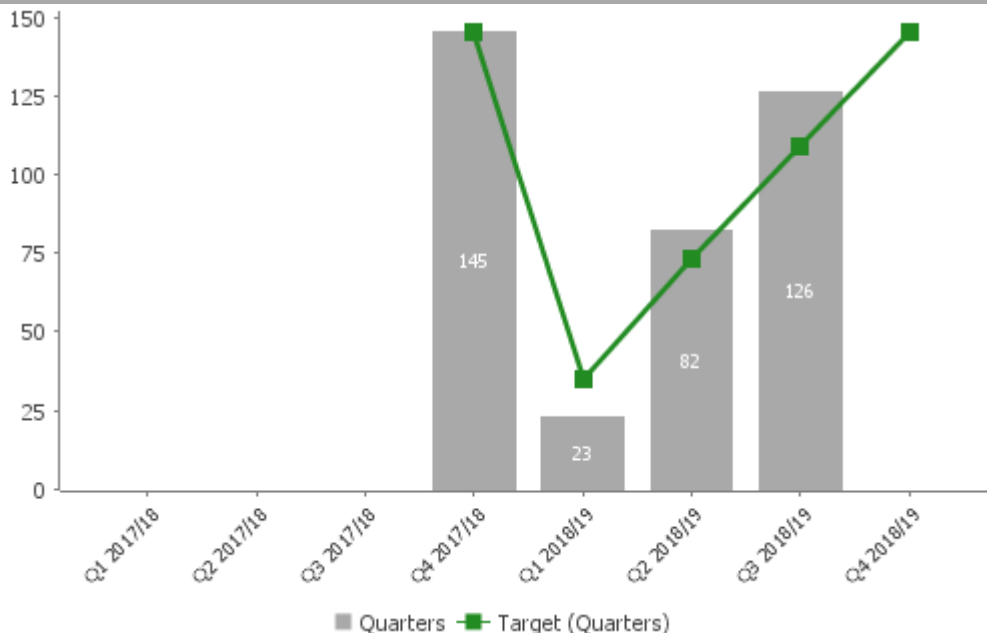


Trend chart

Comments

Q3 - 32 Volunteers were placed within organisations by VAEF across the District. 12 Community Champions have been recruited and undertaking Safeguarding training, Dementia Awareness and Make Every Contact Count training.

Corrective action



| Q1 2018/19 | | | Q2 2018/19 | | | Q3 2018/19 | | | Q4 2018/19 | | |
|------------|-------|--------|------------|-------|--------|------------|-------|--------|------------|-------|--------|
| Target | Value | Status | Target | Value | Status | Target | Value | Status | Target | Value | Status |
| 35 | 23 | | 73 | 82 | | 109 | 126 | | 145 | | |



Performance indicator **M3.3 Cultural activity attendance**

The increased number of attendances at museum, heritage and cultural activities provided by Epping Forest District Council.

Is year-end target likely to be achieved?

▶ Yes

Live from

2018

Scrutiny

CSC

Manager

Community and Partnership Services Director

Good performance

Aim to Maximise

Corporate or Partnership indicator

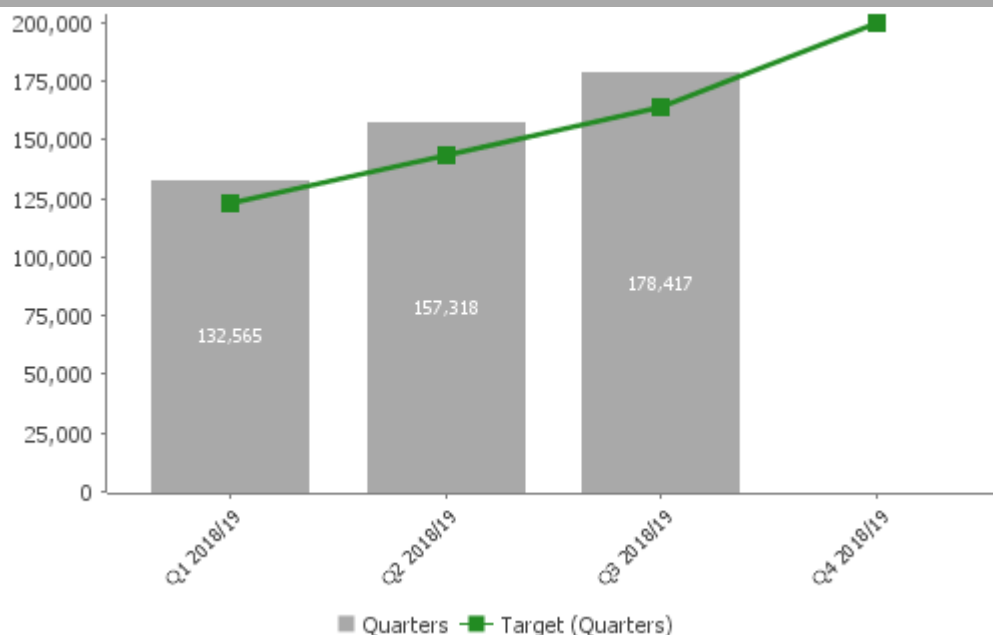
Corporate

Annual trend



Trend chart

Comments



Q3 - Total usage: 178417

Users in person: 9698

The figures show an increase on the previous year's figures at quarter 3 17/18
- Users in person: 5412 Total usage: 164581

Corrective action

| Q1 2018/19 | | | Q2 2018/19 | | | Q3 2018/19 | | | Q4 2018/19 | | |
|------------|---------|--------|------------|---------|--------|------------|---------|--------|------------|-------|--------|
| Target | Value | Status | Target | Value | Status | Target | Value | Status | Target | Value | Status |
| 122,667 | 132,565 | ✓ | 143,567 | 157,318 | ✓ | 164,466 | 178,417 | ✓ | 200,000 | | |



Performance indicator

M3.4 Satisfaction with HomeSafe scheme

This indicator relates to the satisfaction levels of the HomeSafe scheme which was reviewed in 2017/18. Baseline data is to be collected in 2018/19 to allow for a target to be set from 2019/20 onwards. The intended measure is to be an increase in the satisfaction levels.

Is year-end target likely to be achieved?



Not applicable

Live from

2019

Scrutiny

CSC

Manager

Community and Partnership Services Director

Good performance

Aim to Minimise

Corporate or Partnership indicator

Partnership

Annual trend

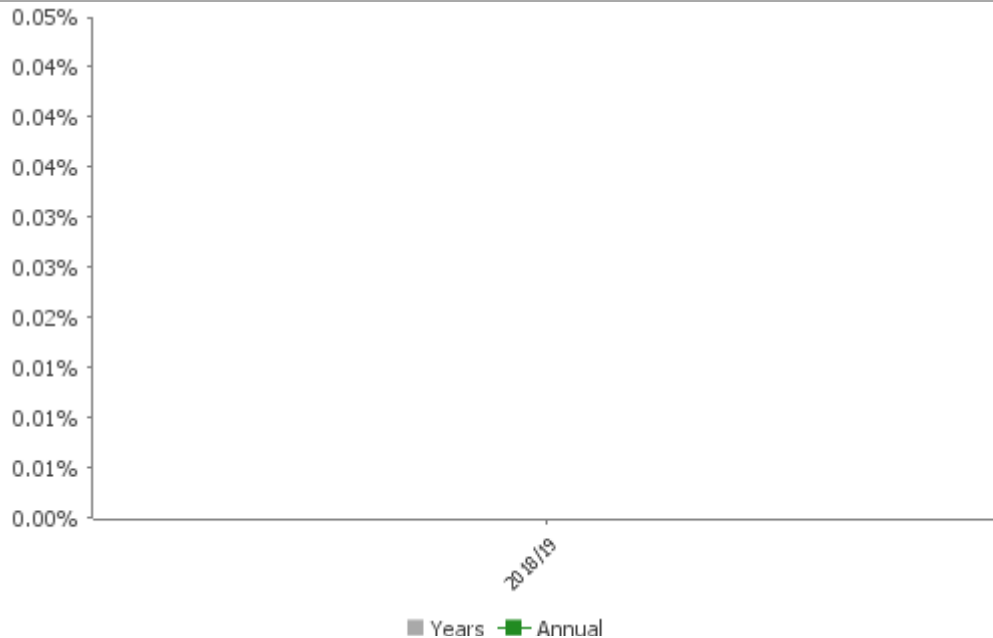


Trend chart

Comments

Q3 - The indicator is for 2019/20 onwards and therefore a baseline will be collected for 2018/19

Corrective action



2018/19

Target

Value

Status



Performance indicator **M3.5 Fear of crime**

This indicator relates to the reduced fear of crime within the Epping Forest District year-on-year. It is informed by the 'Public Views and Experience of Policing and Criminal Justice in Essex' annual survey (Essex Police).

Is year-end target likely to be achieved?



Not applicable

Live from

2018

Scrutiny

CSC

Manager

Community and Partnership Services Director

Good performance

Aim to Minimise

Corporate or Partnership indicator

Partnership

Annual trend

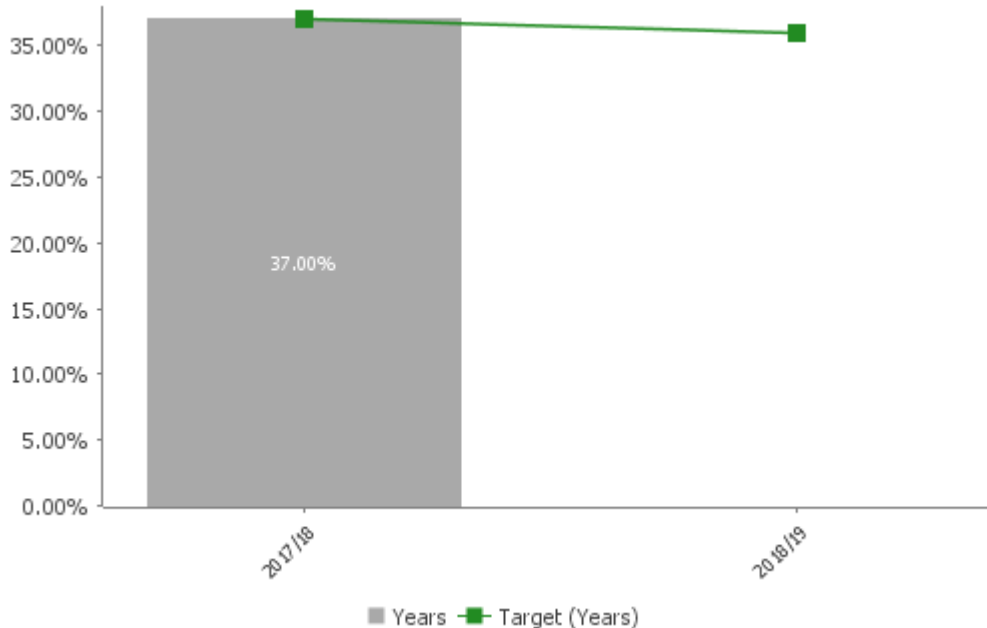


Trend chart

Comments

Q3 - Please note this is an annual indicator

Corrective action



2018/19

Target

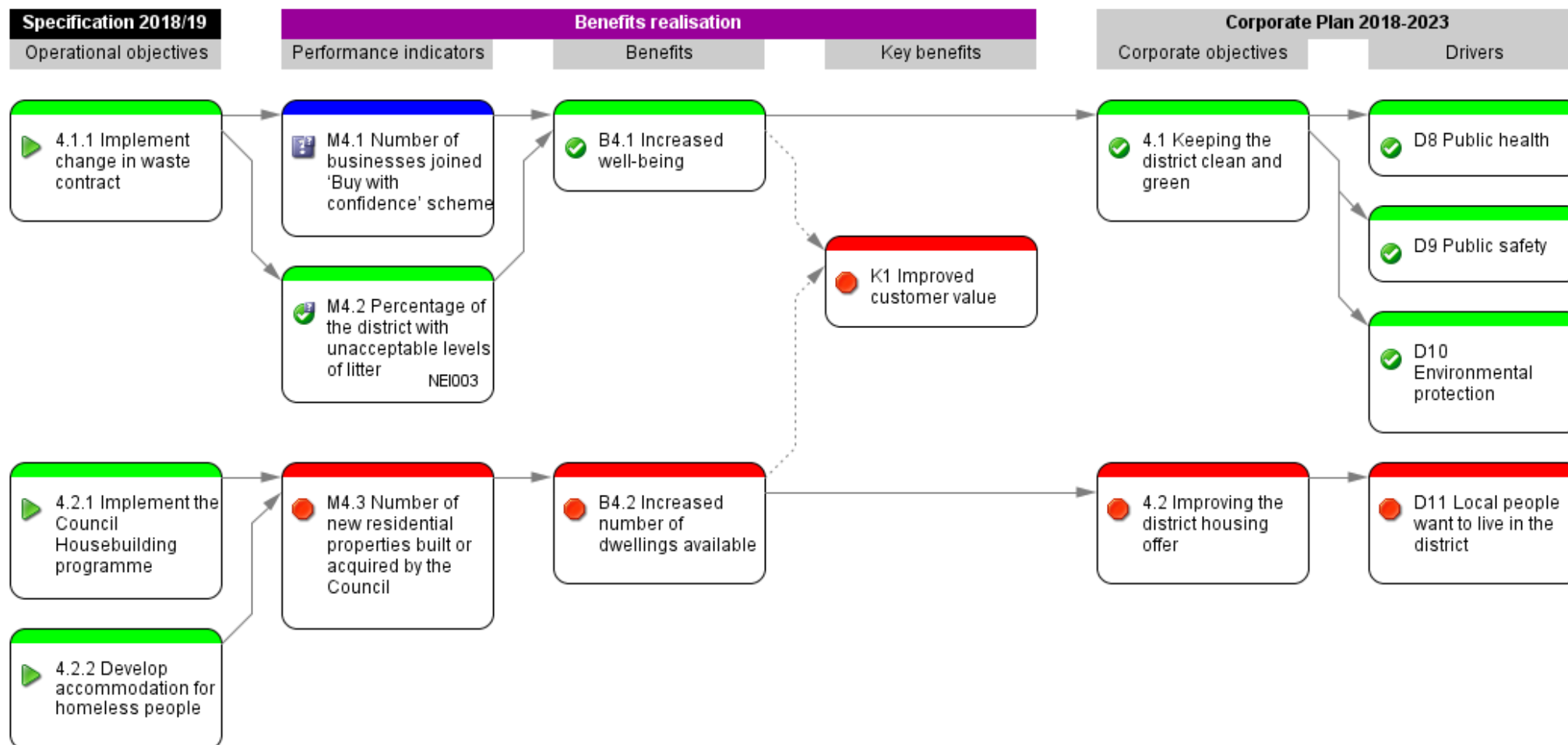
36.00%

Value

Status

● Aim 4 - Delivering effective core services that people want

Stronger places



**Aim 4 Delivering effective core services that people want**

Stronger places

To strive for a cleaner, greener and attractive District where people feel proud to live and work, as well as to ensure the District has homes and neighbourhoods which accommodate the needs of those who wish to live in the District – including homeless people.

Corporate objective 4.2 Improving the district housing offer

Epping Forest will be a district that has homes and neighbourhoods that are safe, decent and attractive and that can accommodate the needs of those who want to live in the district including homeless people.

Operational objective 4.2.1 Implement the Council Housebuilding programme


| RAG | Description | Progress | Due date | Expected outcome | Scrutiny | Manager |
|-----|---|----------|-------------|----------------------|----------|--|
| | Implement the Council Housebuilding programme | 75% | 31-Mar-2019 | Action Under Control | CSC | Housing and Property Services Director |
| | Q3 - 12 units were completed this quarter: Parklands (Verrall Close) 4 units, Centre Avenue (Matthews Close) 4 units and Stewards Green Road (Thorn Terrace) 4 units. Those units were not completed: <ul style="list-style-type: none"> • Springfield due to boundary walls issues • Burton Road - two key issues are firstly the damage from the recent fire and secondly a delay in getting the water supply connected by Thames Water. | | | | | |
| | Q2 - No handovers were completed in Quarter 2 due to the ongoing contamination and drainage issues. An initial mobilisation workshop was held for the new members of the Framework Alliance during this period. | | | | | |
| | Q1 – Ph 2 (Burton Rd, Loughton) is due to complete in Dec. 2018. 5 of the 34 homes on 2 sites in Ph 3 are completed, with the remaining 29 homes due for completion on 5 sites between Jul. 2018 and Aug. 2019 – although issues have arisen at two of the sites that will now delay their completion. The newly-appointed consultants and contractors for Ph 4-6 are working collaboratively on an appropriate prog. of works and will price in due course. | | | | | |

Projects & programmes P120 Council Housebuilding Programme


| RAG | Description | Progress | Due date | Stage | Scrutiny | Manager |
|-----|--|----------|-------------|-----------|----------|--|
| | To undertake a phased housebuilding programme within the District, using the '1-4-1' right-to-buy receipts and underutilised Council-owned land, to provide further social housing within the District for | 57% | 12-Dec-2020 | Implement | CSC | Housing and Property Services Director |

| | | | | | | |
|--|--|--|--|--|--|--|
| | use by applicants on the Council's Housing Register, and involving the purchase of properties on the open market, as well as the purchase of affordable housing provided by developers under Section 106 Legal Agreements. | | | | | |
|--|--|--|--|--|--|--|

Operational objective **4.2.2 Develop accommodation for homeless people**

| RAG | Description | Progress | Due date | Expected outcome | Scrutiny | Manager |
|---|--|----------|-------------|------------------|----------|--|
|  | Develop accommodation for homeless people | 75% | 31-Mar-2019 | Action On Target | CSC | Housing and Property Services Director |
| | Q3 - Contractor possession date moved to 17th December due to concerns raised about unexploded bombs. This was classed as Low/Medium risk in the UXO report however at a late stage further investigations were needed due to the requirement to dig to 2 metres deep for foundations. Completion due for 1st March 2019 | | | | | |
| | Q2 - ECD Architects went to tender to appoint the approved contractor for construction of the homeless pods to be situated at Norway House. We are looking at an estimated completion date of January 2019. In addition to extra security measures the hostel management team and members of the Housing Options team will be attending a Managing Conflict, Aggression and Lone working training course, tailored to meet their specific needs in the New Year. | | | | | |
| | Q1 - The contract for the supply and erection of the 3 modular units to accommodate 6 single homeless people at Norway House, North Weald (plus a modular store) is currently out to tender. Completion for the project is scheduled for December 2018. | | | | | |

Projects & programmes **P151 Homeless PODs**

| RAG | Description | Progress | Due date | Stage | Scrutiny | Manager |
|---|---|----------|-------------|------------|----------|----------------------------------|
|  | To provide temporary accommodation for homeless households at a lower cost than either traditional built, permanent accommodation or placing such households in expensive bed and breakfast accommodation. The pilot scheme will assemble three pods at Norway House to accommodate six single, vulnerable, homeless persons. | 55% | 31-Jul-2019 | Initiation | CSC | Senior Project Manager (Housing) |

Performance indicator M4.3 Number of new residential properties built or acquired by the Council

To increase the level of Council housing in the District. To make better use of the Council's land to provide affordable housing.

Is year-end target likely to be achieved?



Uncertain

Live from

2018

Scrutiny

CSC

Manager

Housing and Property Services Director

Good performance

Aim to Maximise

Corporate or Partnership indicator

Corporate

Annual trend



Trend chart

Comments

Q3 - 12 units completed in total:

October'18 – Parklands (Verrall Close) 4 units

November'18 – Centre Avenue (Matthews Close) 4 units

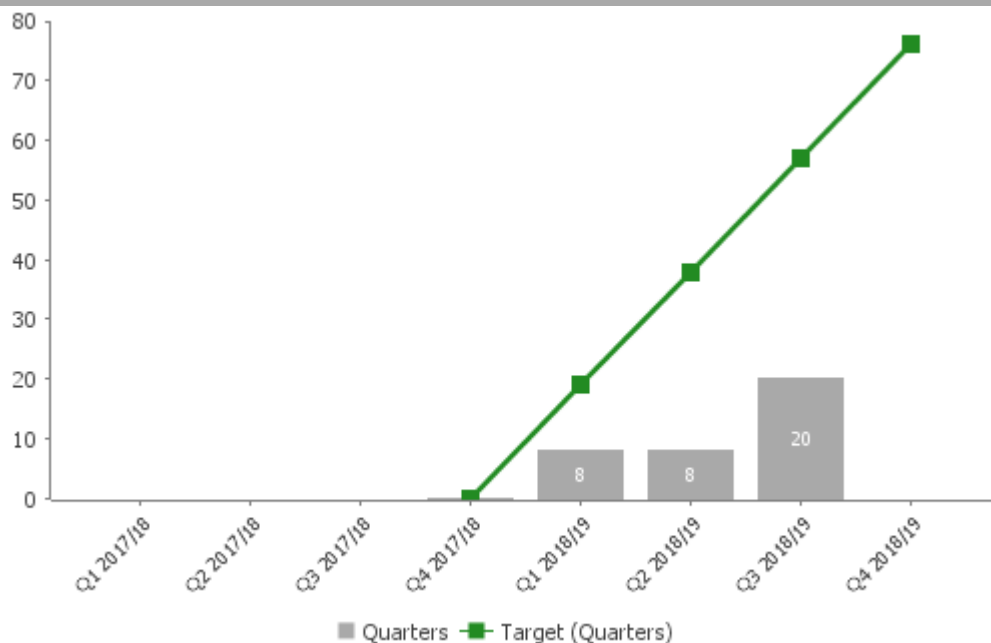
December'18 – Stewards Green Road (Thorn Terrace) 4 units

Corrective action

Those units were not completed:

Springfield - 4 units, delay due to boundary wall issues

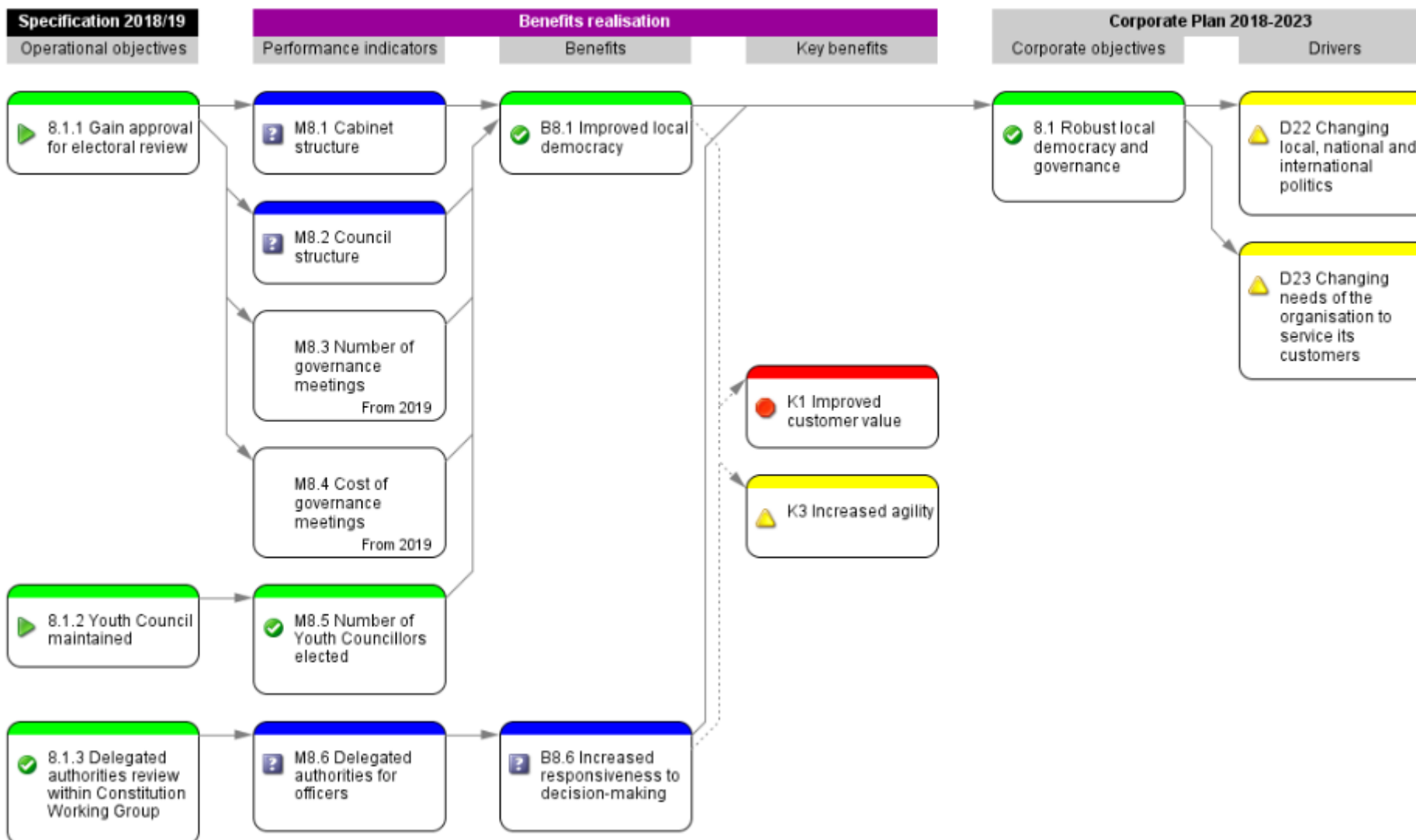
Burton Road - 51 units, two key issues are firstly the damage from the recent fire and secondly a delay in getting the water supply connected by Thames Water.



| Q1 2018/19 | | | Q2 2018/19 | | | Q3 2018/19 | | | Q4 2018/19 | | |
|------------|-------|--------|------------|-------|--------|------------|-------|--------|------------|-------|--------|
| Target | Value | Status | Target | Value | Status | Target | Value | Status | Target | Value | Status |
| 19 | 8 | | 38 | 8 | | 57 | 20 | | 76 | | |

▲ Aim 8 - Democratic engagement

Stronger council



**Aim 8 Democratic engagement**

Stronger council

To ensure our decision making processes are ready for the forthcoming changes at local, national and international level, and promote voter registration to give local residents a voice.

Corporate objective 8.1 Robust local democracy and governance

The political landscape is going through changes at a Local, National and International level. Our decision making must be ready for these future developments.

Operational objective 8.1.2 Youth Council maintained

| RAG | Description | Progress | Due date | Expected outcome | Scrutiny | Manager |
|-----|--|----------|-------------|------------------|----------|---|
| | Youth Council maintained | 75% | 31-Mar-2019 | Action On Target | CSC | Community and Partnership Services Director |
| | Q3 - Youth Council numbers are maintained at 25. The Youth Councillors represent the views of young people across the district. Epping Forest Youth Council have recently completed their Drugs Awareness project and are now developing their next project. The EFLC projects are developed in recognition of the concerns facing people in the district – projects developed by young people, for young people. | | | | | |
| | Q2 - Maintained. The Epping Forest Youth Council for 2018-20 is made up of 25 young people. 22 represent Braeside Independent School, Chigwell School, Davenant Foundation School, Debden Park High School, Epping St Johns School, The Ongar Academy, Roding Valley High School and West Hatch High School. In addition., there are 3 young people who reside in the district but go to school outside of the area and are represented on the Council as independents | | | | | |
| | Q1 - New cohort of Youth Councillors elected and celebration event held to mark 10 year anniversary of the EFYC and youth voice in the district. | | | | | |



Performance indicator **M8.5 Number of Youth Councillors elected**

This indicator measures performance against the Council's objective to support young people to develop skills to maximise their employment potential.

Is year-end target likely to be achieved?

 Yes

Live from

2018

Scrutiny

CSC

Manager

Community and Partnership Services Director

Good performance

Aim to Maximise

Corporate or Partnership indicator

Corporate

Annual trend



Trend chart

Comments

Q3 - Please note this is an annual indicator

Corrective action

2018/19

Target

25

Value

Status