

## KEY OBJECTIVES 2013/14 – QUARTER 2 PROGRESS REPORT

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

Action	Target Date/Status/Officer	Progress
(a) - Development of high-level internal and external communications calendar	30 June 2013	<b>(Q1 2013/14)</b> Proposed review of the key decision list in Leadership Team through which Directors can provide further updates on major corporate projects over a 12 month rolling period. Internal Communications plan drafted for Leadership Team.
	Behind Schedule	<b>(Q2 2013/14)</b> Twelve-month rolling External Corporate Communications Calendar produced for Chief Executive approval and on-going Management Board update.
	Deputy Chief Executive	
(b) - Development of a target list of media partners	30 June 2013	<b>(Q1 2013/14)</b> Weekly press cutting service with periodic summary reviews produced for Leadership Team by Public Relations. Resource implications for 'Contact Us' email responses. Further review into potential electronic monitoring alternatives following upgrade of Newsflash Media Management application September 2013.
	Not Achieved	<b>(Q2 2013/14)</b> Weekly media cutting service maintained. Newsflash application upgraded, but implementation delayed due to accessibility issues. Further discussion arranged with developer to resolve difficulties.
	Deputy Chief Executive	
(c) - Development of a Social Networking Strategy and increased use of social media	30 June 2013	<b>(Q1 2013/14)</b> Draft Strategy produced for consultation pending referral to Website Development Board and Leadership Team for adoption.
	Behind Schedule	<b>(Q2 2013/14)</b> Social Networking Strategy approved by Website Development Board. Equality Impact Assessment undertaken in anticipation of presentation of Strategy to Management Board and Cabinet with identification of financial provision required for implementation.
	Deputy Chief Executive	

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

Action	Target Date/Status/Officer	Progress
(a) - Publication of Engagement Charter	30 November 2013	<b>(Q1 2013/14)</b> Consultation Activity reported to Finance and Performance Management Scrutiny Panel at June 2013 meeting. Forward Plan of Engagement agreed.
	On Track	<b>(Q2 2013/14)</b> On-going/completed corporate and service area implementation, including Crime and Disorder, Employee, Healthworks (for Harlow Partnership), Careline, Trade Waste etc.
	Deputy Chief Executive	

(b) - Identification of key stakeholders	30 September 2013	(Q1 2013/14) Identification underway in liaison with Local Strategic Partnership (LSP).
	Achieved	(Q2 2013/14) Key Stakeholders identified in liaison with LSP. The stakeholder list will be used to invite delegates to the annual LSP Conference to be held in February 2014.
	Deputy Chief Executive	
(c) - Facilitation of new Tenant Scrutiny Panel	31 May 2013	(Q1 2013/14) The Tenant Scrutiny Panel has been established and tenant members have received training from an external specialist trainer, in partnership with Uttlesford DC (in order to share costs). The Scrutiny Panel has been meeting on a regular basis and has chosen to review the way the Housing Directorate handles complaints, as the subject of its first Annual Service Review. An informal get-together between all members of the Tenant Scrutiny Panel, Tenants and Leaseholders Federation and all Housing Managers is planned, in order to introduce everyone to each other and for tenant representatives to understand which Housing Manager is responsible for which functions.
	Achieved	
	Director of Housing	(Q2 2013/14) The informal get-together has taken place. The Scrutiny Panel continues to meet.

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

Action	Target Date/Status/Officer	Progress
(a) - Determination of the council's Housing Strategy for 2013-16	31 December 2013	<p><b>(Q1 2013/14)</b> It was originally planned to produce a new Housing Strategy in 2013. However, for a number of reasons, following consultation with the Chairman of the Housing Scrutiny Panel, the Housing Portfolio has decided, in principle, that the production of the new Housing Strategy should be deferred until such time as the Local Plan Preferred Options has been published for consultation for a further year. The main reasons are that the Council's strategic direction for the Local Plan (i.e. nos. of new homes, locations and affordable housing requirements) is still under consideration, and the Strategic Housing Market Assessment (SHMA) (including the supplementary report on older people's housing) has not been finalised - both of which are important foundations on which the Housing Strategy needs to be based. In the meantime, an interim Housing Strategy Key Action Plan has been formulated for the forthcoming year, which the Housing Portfolio Holder will be asked to formally approve later in July 2013, at the same time as formally confirming the proposed deferral of the production of the Housing Strategy. All members are being advised of this approach, through the Council Bulletin.</p> <p><b>(Q2 2013/14)</b> The Housing Portfolio Holder has formally agreed to the deferral of formulating a new Housing Strategy until the Preferred Options Stage of the Local Plan has been completed. He has also formally approved a new Housing Strategy Key Action Plan for 2013/14. The Housing Scrutiny Panel will consider the 12-Month Progress Report on the previous Key Action Plan (2012/13) at its meeting on 22 October 2013.</p>
	On Track	
	Director of Housing	
(b) - Development of council's Economic Development Strategy	30 November 2013	<p><b>(Q1 2013/14)</b> A consultant has been assisting in this task.</p>
	Behind Schedule	<p><b>(Q2 2013/14)</b> Ideally, relevant information from the 2011 census should be considered as part of the development of the Economic Development Strategy, which is due for release in early 2014. A full report on progress with the Strategy will be made to the Cabinet in the third quarter of the year.</p>
	Director of Planning & Economic Development	

(c) - Development of the council's Waste Strategy	30 September 2013	(Q1 2013/14) Incorporated within the procurement of the waste services contract. The specification of the final contract will not be fully specified until after later stages of competitive dialogue. It may become necessary to extend the deadline beyond September.
	Not Achieved	(Q2 2013/14) Although the procurement of the waste contract remains on schedule, until such time as specifications are refined through the latter stages of the process, reviewing the existing strategy will not be possible. The status of the strategy review can be reconsidered early in 2014 (i.e. in the Q3 update) when the second stage of competitive dialogue will have been completed and Members will have considered in detail the service changes being offered and the merits of increased performance versus the associated costs. Consideration should perhaps be given to extending the original target to enable the strategy and procurement process to be aligned.
	Director of Environment & Street Scene	
(d) - Development of the council's Leisure Strategy	30 November 2013	(Q1 2013/14) Portfolio Holder decision to establish Portfolio Holder Advisory Group (Culture and Wellbeing) prepared. Initial research into leisure needs (including building the evidence base of the local plan) is underway. Date for initial scoping meeting of Officer Working Group has been set. Indicative timetable for the leisure management procurement process identified.
	Behind Schedule	(Q2 2013/14) The Portfolio Holder Advisory Group has yet to meet, but a scoping exercise is underway through the Officer Working Group lead by the Deputy Chief Executive.
	Deputy Chief Executive/ Director of Environment & Street Scene	
(e) - Development of the council's Operational Property Strategy	31 December 2013	(Q1 2013/14) The Operational Property Strategy comprises a number of facets on which work has commenced. Smarter Working - This element of the strategy is intrinsically linked to the ICT Strategy and changes to corporate policy/culture which should help in reducing the space requirement at the Civic Offices. The detail of how much space can be vacated will not be known until the smarter working strategy has been formulated. A small group of three Assistant Directors is scoping the methodology for achieving this including gathering evidence from other authorities that have undergone a similar transformation. HR has reviewed the Homeworking Policy that will be submitted to Management Board for discussion shortly.
	Behind Schedule	(Q2 2013/14) It is intended that the Council's direction of travel and action plan will be drafted for December 2013 with the intention to adopt the Strategy and action plan by April 2014. New telephony and broadband access will be put in place. The development of key sites will have an impact on the strategy in relation to depot requirements and future provision. The Waste Management contract is currently in procurement through competitive dialogue, but outcome in terms of future depot provision for the service is not yet known.
	Director of Corporate Support Services	
(f) - Determination of the council's approach to the 'Green Deal' initiative	30 June 2013	(Q1 2013/14) In April 2013 the Council agreed to provide information and advice on the Green Deal to local residents and has provided some information on its website.
	Achieved	(Q2 2013/14) Take up of the Green Deal has been slow. However, increasing costs of energy emphasises the importance of acting to reduce or lower energy costs.
	Director of Planning & Economic Development	

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

Action	Target Date/Status/Officer	Progress
(a) - Adoption of Community & Engagement Strategy for Local Plan	1 April 2013	(Q1 2013/14) Engagement strategy agreed by Cabinet on 23 April 2013.
	Achieved	(Q2 2013/14) Action achieved, no update required.
	Director of Planning & Economic Development	
(b) - Publication of Local Plan Preferred Options Consultation	Autumn 2013	(Q1 2013/14) New timetable being considered by Cabinet on 22 July 2013.
	Not Achieved	(Q2 2013/14) New timetable approved by Cabinet on 29 July 2013. Further information has come to light as the timetable was prepared, which will be revised accordingly. New target date for completion 30 June 2014.
	Director of Planning & Economic Development	
(c) - Publication of Local Plan	Autumn 2014	(Q1 2013/14) New timetable being considered at Cabinet on 22 July 2013.
	Behind Schedule	(Q2 2013/14) New timetable approved at Cabinet on 29 July 2013. Further information has come to light as the timetable was prepared, which will be revised accordingly. New target date for completion 30 June 2016.
	Director of Planning & Economic Development	
(d) - Compliance with duty to co-operate	No target date set	(Q1 2013/14) This is a significant and ongoing effort.
	On Track	(Q2 2013/14) The Council has many neighbouring authorities with whom it has to co-operate. Inaugural and ongoing output focused meetings have been held or are to be held with them all.
	Director of Planning & Economic Development	

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

Action	Target Date/Status/Officer	Progress
(a) - Develop overarching Organisational Development Plan	30 June 2013	(Q1 2013/14) Re-programmed for completion in fourth quarter, original target date considered too ambitious.
	Not Achieved	(Q2 2013/14) Scoping meeting held with organisational development specialist from Southend Council. Workshop planned for next Leadership Team meeting (4 December 2013).
	Chief Executive	

(b) - Review senior management structure	31 December 2013	(Q1 2013/14) Draft structure discussed with directors, assistant directors, Cabinet, Appointments Panel and unions. Formal consultation to start in August with a paper scheduled for September Council.
	On Track	(Q2 2013/14) Consultation exercise completed and market testing of comparator salaries undertaken. Request of Directorate Restructuring Panel to consider alternative structures completed. Report to Council scheduled for December 2013 meeting.
	Chief Executive	
(c) - Adoption of new organisational values and behaviours	This is the high-level action for key Operating Models action (c) See progress against the specific next level actions(c) (i) and (c) (ii)	
(c) - (i) Undertake staff attitude survey	30 June 2013	(Q1 2013/14) Survey completed
	Achieved	(Q2 2013/14) Analysis of the survey has been added to the Management Board work programme with individual reports on Christmas Closures (post 2013) and flexitime scheduled for consideration during the current calendar year.
	Director of Corporate Support Services	
(c) - (ii) Publication of organisational values and behaviours and incorporation into working practices	30 June 2013	(Q1 2013/14) Values drafted and agreed. Soft launch in July staff briefing. (Performance & Development review (PDR) process redesigned to cover values. Communications working on follow up poster/publications.
	Behind Schedule	(Q2 2013/14) Pilot PDR process for Directors and Assistant Directors to be launched with effect from 1 April 2014. First draft of posters/publications reviewed, full launch to coincide with implementation of new senior management structure in April 2014.
	Chief Executive	
(d) - Development of a more commercial approach to service delivery	This is the high-level action for key Operating Models action (d) See progress against the specific next level actions(d) (i) and (d) (ii)	
(d) - (i) Adoption of customer centric approach to service delivery	No target date set	(Q1 2013/14) Approach to service delivery to be reviewed in the fourth quarter of the year, once values and behaviours are embedded.
	On Track	(Q2 2013/14) Pilot processes/services to be identified for review during the fourth quarter of the year.
	Chief Executive	
(d) - (ii) Generation of increased revenue for traded services	No target date set	(Q1 2013/14) To be reviewed in fourth quarter.
	On Track	(Q2 2013/14) Parking charges currently being reviewed, alongside other fees and charges, as part of the preparation of the budget for 2014/15. Separate review looking at revenue opportunities at North Weald Airfield is underway.
	Chief Executive	

(e) - Consider feasibility of a one-stop-shop at the Broadway, Loughton	30 June 2013	<b>(Q1 2013/14)</b> Following informal discussions with the Cabinet, it has been agreed to hold consideration of the feasibility of providing a One Stop Shop at The Broadway in abeyance, until after the Senior Management Restructure has been implemented and the Council's future approach to customer contact has been determined.  <b>(Q2 2013/14)</b> No further action required at this stage.
	Pending	
	Director of Housing	
(f) - Provision of a more effective and efficient corporate out-of-hours emergency reporting service	31 March 2014	<b>(Q1 2013/14)</b> Management Board has approved a draft report for consultation with the Staff Side and individual members of staff affected, proposing that the Council contracts with Mears Ltd from April 2014, as part of the existing Repairs Management Contract, to provide an Out of Hours Call Handling Service for all emergency calls to the Council received out of hours (housing and non-housing), together with a service enhancement for Council tenants enabling them to report and make appointments for all repairs out of hours. The cost of the proposed service would be around £35,000 per annum, representing an ongoing saving of round £70,000 per annum on the current cost of the in-house service. The Cabinet will be considering the proposal, following the staff consultation exercise, in September 2013.  <b>(Q2 2013/14)</b> The Cabinet agreed the proposal at its meeting on 21 October 2013 and adopted an on-site security option to mitigate the effects of no longer having Standby Officers based at the Civic Offices during evenings and at weekends.
	On Track	
	Director of Housing/ Director of Corporate Support Services	
(g) - Introduction of a new Housing Allocations Scheme	1 September 2013	<b>(Q1 2013/14)</b> The Cabinet approved a completely new Housing Allocations Scheme in April 2013, effective from 1 September 2013. There is a significant amount of work being undertaken to implement the new Scheme, which is expected to remove around 3,500 applicants from the Housing Register and will require all remaining and new applicants to be re-assessed under the provisions of the new Scheme.  <b>(Q2 2013/14)</b> The new Allocations Scheme was successfully introduced from 1st September 2013. The no. of applicants re-registered on the Housing Register as at 1st October 2013 was 1,436, although new registrations continue to be received.
	Achieved	
	Director of Housing	

(h) - Exploration of appropriate options for smarter working and changes to corporate policy and culture	31 March 2014	(Q1 2013/14) A draft ICT Strategy has been considered by the Leadership Team and this will be presented to the Finance & Performance Management Scrutiny Panel in September for initial Member consideration. This strategy does include elements around smarter working and cultural change but these themes will need to be developed and taken forward in other specific pieces of work on transformation.
	Under Control	(Q2 2013/14) The draft ICT Strategy has been considered by the Scrutiny Panel and is going to Cabinet in October for Member approval. The strategy includes elements around smarter working and cultural change but these themes will need to be developed and taken forward in other specific pieces of work on transformation. Work to change corporate culture has centred on the development and implementation of the Values and Behaviours referred to above. Initial cross-directorate meetings and soft market research indicate that policy changes which may involve greater home working (e.g. reduced desk –per–head ratio and better use of technology) require a specific transformation programme, external expertise and a clear business case. The Chief Executive is considering how best to progress this.
	Director of Corporate Support Services/Director of Finance & ICT	
(i) - Assessment of grounds maintenance service in conjunction with new waste management contract	30 September 2013	(Q1 2013/14) Decision made to consider the future of the grounds service after the first stage of competitive dialogue and the receipt of initial tenders. Cabinet to consider in October 2013.
	Behind Schedule	(Q2 2013/14) Recommendation to Cabinet on 21 October 2013 that Grounds maintenance be retained in-house and excluded from the remainder of the waste contract procurement process. Decision of Cabinet to be reported and reflected within the Q3 update.
	Director of Environment & Street Scene	
(j)- Update of Local Land and Property Gazetteer and review of mapping service structure	This is the high-level action for key Operating Models action (j) See progress against the specific next level actions(j) (i) and (j) (ii)	
(j) - (i) Achievement of the 'Silver' service grade for the Local Land and Property Gazetteer	30 April 2013	(Q1 2013/14) Good progress being made but now a risk of progress being stalled through difficulties with data protection requirements. This is preventing the temporary employment of support from Broxbourne Borough Council to deal with errors in the existing gazetteer database.
	Not Achieved	(Q2 2013/14) Further delays arose through a continuation of the issues set out in the Q1 report above, as well as the need to appoint additional staff in support of the existing LLPG Officer. The support officer from Broxbourne is now in place and progress is being made and consideration is also being given to what other resources could be applied to move the project forward at a greater pace. Greater emphasis is currently being given in ensuring the robustness of the core Gazetteer system than the status of the system with GeoPlace (the national Gazetteer custodians). It is essential that the underpinning Gazetteer data is wholly accurate, since otherwise all forthcoming required data integrations, such as for the new waste contract, may be compromised. Success in achieving this core data upgrading will in time guarantee achievement of the highest level of GeoPlace grades.
	Director of Environment & Street Scene	



(j) - (ii) Completion of the Gazetteer structure considerations	30 September 2013	(Q1 2013/14) Cross functional team considering where a corporate function would best fit.
	Not Achieved	(Q2 2013/14) Delays in establishing the mechanisms for updating the Gazetteer have resulted in the completion of this part of the Project Team's work also being delayed. The work of the Project Team continues and its recommendations will be fed into the Chief Executive's final proposals for the forthcoming senior management restructure.
	Director of Environment & Street Scene	
(k) - Review of future provision of Careline Service	31 March 2014	(Q1 2013/14) Although Essex County Council recommended that a new county-wide telecare contract should be procured from April 2014, it is understood that, following representation from a number of Essex providers, including this Council, Essex CC officers and members are currently considering the most appropriate way forward, having regard to the views expressed by existing providers.
	On Track	(Q2 2013/14) No further information has been received from Essex County Council about its intentions although the County Council is currently undertake a major senior management restructure which may be delaying its consideration.
	Director of Housing	

### Deliver key priorities within budget

Action	Target Date/Status/Officer	Progress
(a) - Development of revised key indicator set based on key strategies	31 March 2014	(Q1 2013/14) Revised Key Performance Indicator set adopted for 2013/14. Progress reviewed by Management Board and the Finance and Performance Management Scrutiny Panel on a quarterly basis.
	Achieved	
	Chief Executive	(Q2 2013/14) Action achieved, no update required.
(b) - Delivery of all key outcomes	31 March 2014	(Q1 2013/14) On track to date.
	On Track	(Q2 2013/14) At the end of the second quarter (30 June to 30 September 2013) of the year, 18.5% of the individual actions supporting the Key Objectives for 2013/14 had been achieved. For the same period, 74.3% of the adopted Key Performance Indicators achieved target performance.
	Chief Executive	
(c) - Consumption of resources within budget	31 March 2014	(Q1 2013/14) There is concern about the levels of income from Development Control and building Control as these are significantly below their estimated levels at the end of the first quarter. However, overall it is still anticipated that the capital and revenue outturns will be contained within budget.
	On Track	(Q2 2013/14) Concern remains about the levels of some of the Council's key income streams as some are significantly below their estimated levels. However, overall it is still anticipated that the capital and revenue outturns will be contained within budget.
	Director of Finance and ICT	

(d) - Setting of a consistently low district council tax	31 March 2014	<b>(Q1 2013/14)</b> The Spending Review announced that further grants will be available for Councils choosing to freeze their Council Tax for both 2014/15 and 2015/16. It is anticipated that Members will want to accept this offer and so Council Tax will continue to be frozen.
	On Track	<b>(Q2 2013/14)</b> A member query has arisen on the relative merits of continuing to accept the Freeze Grant or increasing the Council Tax. In response to this a report has been written for consideration at the November 2013 meetings of the Finance and Performance Management Cabinet Committee and Scrutiny Panel.
	Director of Finance & ICT	

### Prepare for changes arising from the transfer of public health responsibilities

Action	Target Date/Status/Officer	Progress
(a) - Development of a District Public Health Strategy	30 September 2013	<b>(Q1 2013/14)</b> The local priorities for Health and Wellbeing have been established. A draft joint strategy for West Essex has been prepared in conjunction with Harlow and Uttlesford district councils, the West Essex Clinical Commissioning Group (CCG) and the County Council Public Health Locality Manager. There has been a delay due to the CCG not having yet established a 5-year plan and the first meeting of the West Essex Wellbeing Board being delayed due to the local government elections. Now due to meet 24 July.
	Achieved	<b>(Q2 2013/14)</b> It has become clear that the Council does not need the type of Public Health Strategy that was originally envisaged. A public health strategy has been developed, entitled 'The Epping Forest Health & Wellbeing Strategy' and is itself an offshoot of the Strategy for 'West Essex Health & Wellbeing' which is part of the suite of strategies overseen by the Local Strategic Partnership. Whilst it has been suggested that the Epping Forest Health & Wellbeing Strategy should reference in a little more detail the importance of core environmental health responsibilities and actions, and also those relating to housing, there is no clear need for a dedicated Epping Forest Public Health Strategy document to be developed.
	Director of Environment & Street Scene	

## Maximise potential of the Council's key development sites

Action	Target Date/Status/Officer	Progress
(a) - Development of plans for development of T11 site at Langston Road, Loughton	This is the high-level action for key Strategic Sites action (a). See progress against the specific next level actions(a) (i), a (ii) and (a) (iii)	
(a) - (i) Completion of a development agreement with the owner of the T11 site	31 December 2013	<b>(Q1 2013/14)</b> Meetings with the owners of the T11 site are taking place. Timing is linked to the outcome of the waste contract procurement process and expected vacation of the site.
	Under Control	<b>(Q2 2013/14)</b> A confidential report on the progress of the development agreement and the outcome of other linked the negotiations is scheduled for the 2 December 2013 meeting of the Cabinet.
	Director of Corporate Support Services	
(a) - (ii) Facilitation of a detailed planning application for the T11 site	31 December 2013	<b>(Q1 2013/14)</b> Meetings with the owners of the T11 site are taking place. Timing is linked to the outcome of the waste contract procurement process and expected vacation of the site.
	Under Control	<b>(Q2 2013/14)</b> A report agreeing the Council's contribution to the cost of the application has been agreed by Council. The timing of the application is linked to the negotiations referred to above and is being made on behalf of the owners of the T11 site.
	Director of Corporate Support Services	
(a) - (iii) Commencement of development at the T11 site	31 March 2015	<b>(Q1 2013/14)</b> The procurement of the new waste management contract provides for the contractor to be able to remain at Langston Road, or an alternative site, for at least a year.
	Under Control	<b>(Q2 2013/14)</b> There remain too many variables to give an exact date for the commencement of development of the site, including when the refuse contractor (once selected), can vacate the site.
	Director of Corporate Support Services	
(b) - Development of plans for the council's site at North Weald, including disposal if appropriate	This is the high-level action for key Strategic Sites action (b). See progress against the specific next level actions (b) (i) and (b) (ii)	
(b) - (i) Consideration of a report reviewing the future of North Weald Airfield	30 June 2013	<b>(Q1 2013/14)</b> Report completed and to be presented to Cabinet on 22 July 2013.
	Achieved	<b>(Q2 2013/14)</b> The report was considered by Cabinet on 22 July 2013, when it was agreed that the mixed use option (Option 3 within the Deloitte report) be taken forward into the local plan 'Preferred Options' consultation.
	Director of Environment & Street Scene	

(b) - (ii) Incorporation of recommendations for North Weald Airfield into development of Local Plan	Autumn 2013	(Q1 2013/14) Outcome of Cabinet on 22 July 2013 will be incorporated within the 'Preferred Options' consultation phase of the Local Plan, scheduled for 2014.
	On Track	(Q2 2013/14) Following the decision of the Cabinet in July 2013, the appointment of consultants to masterplan suitable development of some land at North Weald Airfield (whilst retaining aviation) is underway.
	Director of Environment & Street Scene/ Director of Planning & Economic Development	
(c) - Development of plans for the disposal of all or part of the St. Johns Road site	This is the high-level action for the Key Strategic Sites action (c). See progress against the specific next level actions (c) (i) and (c) (ii)	
(c) - (i) Jointly market the St Johns Road site for sale in part or as a whole	30 June 2013	(Q1 2013/14) Joint marketing with Essex County Council and Epping Town Council is underway with a topographical survey on 15 July 2013 and viewing days on 22 and 24 July 2013.
	Achieved	(Q2 2013/14) A successful Expressions of Interest exercise has been completed and a presentation of the results has been made to Epping Town Council and EFDC members. It is intended to formally report the outcome to the Cabinet in early 2014 and to assist the Town Council as required.
	Director of Corporate Support Services	
(c) - (ii) Relocation of the Housing Repairs Depot	31 March 2014	(Q1 2013/14) A schedule of the Council's requirements for a new base for the Housing Repairs Service has been assessed and formulated - which has established that a minimum floor area of 1,045 SqM of internal space, plus a further minimum floor area of 1,000 SqM. of external space, would be required. The Council's requirements have been circulated to commercial agents to identify suitable premises.
	Under Control	(Q2 2013/14) No relocation site identified yet - awaiting clarification of overall depot requirements in the Waste etc. contract. No risk of impact on operations yet.
	Director of Housing	
(d) - Disposal of the council's nursery site at Pyrles Lane, Loughton	This is the high-level action for Key Strategic Sites action (d). See progress against the specific next level actions (d) (i) and (d) (ii)	
(d) - (i) Determination of a planning application for the nursery site at Pyrles Lane	30 June 2013	(Q1 2013/14) Planning application refused.
	Achieved	(Q2 2013/14) Action achieved. See Action (d) (ii) below.
	Director of Planning & Economic Development	

(d) - (ii) Relocation of the Nursery Service from the Pyrles Lane site	31 December 2014	(Q1 2013/14) Future of nursery service awaits clarification of depot requirements within the Waste Management etc. contract. Highly likely that glass houses will not be required.
	On Track	(Q2 2013/14) The Council is in the process of acquiring a neighbouring property with a view to addressing the concerns of the Area Plans Sub-Committee as part of a revised planning application.
	Director of Corporate Support Services	
(e) - Deliver Regeneration Action Plan for council land at The Broadway, Loughton	30 September 2014	(Q1 2013/14) The Broadway Regeneration Action Plan, which relates to the land under the control of the Council, was adopted by the Cabinet in 2012. Before the development of the land can be progressed: (a) the Parish of Loughton needs to decide whether it wishes to provide a new church and community hall on EFDC-owned land in The Broadway, enabling replacement housing to be provided elsewhere on the Church's land. This involves discussions with the Methodist Church. The Director of Housing has written to the Bishop of Barking (CofE) seeking a meeting with to discuss the Church's aspirations and intentions, in order to move forward; and (b) the outcome of the proposed re-development of the Sir Winston Churchill PH site by a private developer, which may or may not include some of the Council's land, needs to be determined. Once the way forward is clearer, the Council's Preferred Housing Association Partners will be invited to submit proposals for the development of the Council's remaining land for affordable housing. With regard to sites not under the Council's control, the proposed developer of the Sir Winston Churchill site is in discussions with the Council about a proposed development scheme. Following initial discussions with Transport for London about its development proposals around Debden Station, no further contact has been received. Negotiations with the developer are progressing well and it is hoped that Heads of Term will be agreed shortly to enable a report to be submitted to the Cabinet in September. Once approved the developer will submit a planning application and the development agreement will be finalised.
	Under Control	
	Director of Housing	(Q2 2013/14) The Bishop of Barking's development consultant has advised that the Anglican and Methodist Churches wish to work together on a vision for church provision in Loughton, which may include some church and community provision at The Broadway. A meeting with the development consultant has been arranged to discuss further. A planning application has been submitted by the developer in respect of the Sir Winston Churchill site and a confidential report relating to the Torrington Drive/Sainsbury's site is due to be considered by the Cabinet on 2 December 2013.
(f) - Development of depot provision at Oakwood Hill, Loughton	This is the high-level action for key Strategic Sites action (f). See progress against the specific next level actions (f) (i), (f) (ii) and (f) (iii)	
(f) - (i) Facilitation of a detailed planning application for Oakwood Hill, Loughton	30 June 2013	(Q1 2013/14) An additional geotechnical survey has been completed and a resubmission of the planning application is being prepared for August.
	Not Achieved	(Q2 2013/14) Following further work with interested parties and subject to consultation with the Director of Planning and Economic Development, a resubmission of the planning application is now scheduled for November 2013.
	Director of Corporate Support Services	

(f) - (ii) Procurement of the detailed design and development of Oakwood Hill, Loughton	31 December 2013	(Q1 2013/14) See Action (f) (i) above. No additional progress to report.
	Behind Schedule	(Q2 2013/14) Further progress with this action awaits the outcome of the revised planning application.
	Director of Corporate Support Services	
(f) - (iii) Commencement of development at Oakwood Hill, Loughton	31 March 2014	(Q1 2013/14) See Action (f) (i) above. No additional progress to report.
	Behind Schedule	(Q2 2013/14) See Action (f) (ii) above. No additional progress to report.
	Director of Corporate Support Services	
(g) - Commencement of the council's new house building programme	31 March 2014	(Q1 2013/14) East Thames Group has been appointed as the Council's Development Agent for the Housebuilding Programme. A new Council Housebuilding Cabinet Committee has been formed. The Development and Financial Appraisals for the developments in the first year of the Housebuilding Programme, comprising 25 new rented homes on 3 sites in Waltham Abbey, were considered by the Council Housebuilding Cabinet Committee on 10th July 2013 and it was agreed that all three sites should be progressed to the planning application stage. The Cabinet Committee has agreed to utilise East Thames' EU-compliant Framework Agreements for the procurement of the works contractors, who will be selected through a competitive process from the Approved List.
	On Track	
	Director of Housing	(Q2 2013/14) A planning application for one of the proposed developments, at Harveyfields, Waltham Abbey, was submitted at the end of September 2013, and applications for the remainder are due to be submitted in October 2013. If planning permission is granted, it is envisaged that a start on site will take place before the end of the financial year.

## Prepare and plan for the effects of welfare reforms in an effective and coordinated way

Action	Target Date/Status/Officer	Progress
(a) - Delivery of the council's Welfare Reform Mitigation Action Plan	31 December 2013	<b>(Q1 2013/14)</b> Following the formation of an (Officer) Welfare Reform Mitigation Project Team the Cabinet adopted a Welfare Reform Mitigation Action Plan in October 2012, which identified 59 separate actions. Progress is regularly monitored by both officers and, on a quarterly basis, the Housing Scrutiny Panel. Nearly two thirds of all the tasks have now either been achieved or nearly achieved, with most of the remaining third of all tasks either not yet being required or are no longer required. At the recent 3-Year re-accreditation assessment of the Housing Directorate's Customer Service Excellence Award, the external assessor awarded 'Compliance Plus' accreditation for the comprehensive and customer-focused approach taken by the Council to the Welfare Reforms Mitigation Project.
	On Track	
	Director of Housing	<b>(Q2 2013/14)</b> At 1 October 2013, 38 (65%) of the actions had been achieved. Only 3 tasks that are able to be undertaken now, have not yet been achieved. All remaining tasks cannot be undertaken until the Government makes decisions on the timing and procedures for the introduction of Universal Credit.
(b) - Implementation of an updated local scheme of support for council tax	31 December 2013	<b>(Q1 2013/14)</b> A report is going to the July Cabinet to start the consultation process for the 2014/15 scheme. Joint work on LSCT continues across Essex and there are no reasons at this time to suspect that the 2014/15 scheme will not be approved in time.
	On Track	
	Director of Finance & ICT	<b>(Q2 2013/14)</b> The consultation has now been completed and it is likely that the scheme for 2014/15 will be very similar to that for 2013/14. A report is being made to the Cabinet on 2 December 2013 to confirm the terms of 2014/15 scheme.
(c) - Retention of adequate resources to ensure the threat of fraud is effectively managed	31 December 2013	<b>(Q1 2013/14)</b> The Department for Work and Pensions has not yet provided any more information on their road map towards a Single Fraud Investigation Service or their timescale for achieving this objective. As part of the corporate restructure, one of the options being considered is the consolidation of fraud officers into the Internal Audit Unit. This could help in providing a consistent and co-ordinated approach to the threat of fraud.
	On Track	
	Director of Finance & ICT	<b>(Q2 2013/14)</b> The Department for Work and Pensions are moving towards a Single Fraud Investigation Service but have not set out the implications for individual local authorities and staff. As part of the corporate restructure, one of the options being considered is the consolidation of fraud officers into the Internal Audit Unit. This could help in providing a consistent and co-ordinated approach to the threat of fraud.

(d) - Retention of adequate resources to effectively operate council's benefit function	31 December 2013	<b>(Q1 2013/14) &amp; (Q2 2013/14)</b> Further information is also still awaited from the DWP on a detailed implementation plan for Universal Credit and the future role of local authorities in the benefits system. To date staff retention has not been a problem and the performance on both changes of circumstance and new claims processing are better than the respective targets at the end of the second quarter.
	On Track	
	Director of Finance & ICT	
(e) - Publication of appropriate information in respect of welfare reforms and the implications	No target date set	<b>(Q1 2013/14) &amp; (Q2 2013/14)</b> Benefits and Housing Services continue to work with partners and to provide information and assistance where appropriate. However, as set out above, there has been a lack of significant announcements on how welfare reform is to be taken forward.
	On Track	
	Director of Finance & ICT/Director of Housing	