

## KEY OBJECTIVES 2014/15 – QUARTER 1 PROGRESS

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

Action	Lead Director	Target Date	Status	Progress
(a) - Communicate information about the waste contract	Director of Neighbourhoods	Not specified	On Target	(Q1 2014/15) - The Council appointed its new Contractor, Biffa, in May 2014 who is in their mobilisation phase with handover planned first week in November. The new Contractor and the Council will be developing a communication plan to inform the public of the planned 4 day collection arrangements due to start in April 2015.
(b) - Communicate information about the Local Plan	Director of Neighbourhoods	Not specified	On Target	(Q1 2014/15) - The Local Development Scheme published in July 2013 is due to be updated and published in July 2014.
(c) - Communicate information regarding welfare reforms	Director of Resources	Not specified	On Target	(Q1 2014/15) - There have been no significant announcements to publicise in the first quarter of 2014/15.

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

Action	Lead Director	Target Date	Status	Progress
(a) - Development programme for areas with identified health inequalities	Director of Communities	Tue-31-Mar-15	On Target	(Q1 2014/15) Community Services have undertaken a wide range of work to address community engagement in Super Output Areas during the first quarter. This has included consultation with user groups of all ages and abilities and delivery of a significant number of community wellbeing initiatives in the Limes Farm (Chigwell), Waltham Abbey, Shelley, and Oakwood Hill and Willingale Road (Loughton) areas.
(b) - (i) Undertaking a consultation exercise on gypsy & traveller site licences	Director of Communities	Thu-31-Jul-14	On Target	(Q1 2014/15) The Housing Portfolio Holder agreed draft site licence conditions in June 2014 (based on the previously-agreed conditions for permanent residential sites) for consultation. The consultation exercise is in progress and a report will be considered by the Cabinet in September 2014 on the proposed final version of the Conditions, following which new site licences will be issued.
(b) - (ii) Introduction of gypsy & traveller site licences and licence conditions	Director of Communities	Sun-31-May-15	On Target	(Q1 2014/15) See 2(b)(i) above.

(c) - (i) Undertaking a consultation exercise on proposed car park tariffs	Director of Neighbourhoods	Fri-31-Oct-14	On Target	(Q1 2014/15) The off-street parking survey has commenced and is due to finish at the end of July 2014. The survey has been targeted to obtain the views of shoppers, local businesses, residents and commuters. Results to be available to inform a Cabinet decision around tariffs planned for October 2014.
(c) - (ii) Adoption of off-street car parking strategy and parking tariffs by 31 March 2015	Director of Neighbourhoods	Tue-31-Mar-15	On Target	(Q1 2014/15) Consultation work on tariff review commenced.

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

Action	Lead Director	Target Date	Status	Progress
(a) (i) - Publication of Local Plan Preferred Options Consultation	Director of Neighbourhoods	Fri-31-Oct-14	Behind Schedule	(Q1 2014/15) The proposed new Local Development Scheme subject to agreement in July 2014 predicts that the revised date for the preferred options consultation will take place from mid-May 2015.
(a) (ii) - Publication of Local Plan	Director of Neighbourhoods	Wed-30-Sep-15	On Target	(Q1 2014/15) Following the preferred options consultation, the new draft Local Plan should be published in the autumn of 2015.

### 4. Promote cultural change to breakdown silo working, and implement new, flexible ways of working

Action	Lead Director	Target Date	Status	Progress
(a) - Develop overarching Organisational Development Plan	Chief Executive	Wed-31-Dec-14	On Target	Completion of Organisational Development Plan dependent on achievement of related actions. Completion scheduled for end of third quarter.
(b) - (i) Agreement of Phase 2 organisational structure	All Directors	Tue-30-Sep-14	Behind Schedule	(Q1 2014/15) Phase II reviews in progress and being conducted by each Assistant Director, although unlikely to have all been agreed by the end of September 2014. Restructure of ICT and Forward Planning completed, but outcome of the Debt Working Party awaited to inform resource requirements for review of Legal Services.
(b) - (ii) Implementation of Phase 2 organisational structure	All Directors	Tue-31-Mar-15	Behind Schedule	(Q1 2014/15) See 4(b)(i) above.

(c) - (i) Development of action plan to embed values & behaviours	Chief Executive	Mon-31-Mar-14		On Target	(Q1 2014/15) Draft designs for poster campaigns considered by Leadership Team. Roll-out anticipated in September 2014.
(c) - (ii) Assessment of performance against values & behaviours	Director of Resources	Wed-31-Dec-14		On Target	(Q1 2014/15) Human Resources are completing the analysis of the initial trial and this will be used to inform the rollout later in the year.
(d) - (i) Adoption of customer centric approach to service delivery	Chief Executive	Tue-30-Sep-14		On Target	(Q1 2014/15) Potential service areas for pilot study considered by Leadership Team. Possible external partners for the development of a service review methodology to be investigated.
(d) - (ii) Generation of increased revenue by traded services	Chief Executive	Tue-31-Mar-15		On Target	Parking review underway and report anticipated in October 2014. Presentation by East of England Local Government Association on commercialisation of local authority services to be made to Leadership Team in September 2014. Proposals for the commercialisation of the Council's MOT and vehicle servicing facilities via a controlled company able to generate profit, being investigated. Trade waste service to be provided as part of new Waste Management Contract.
(e) - Review of outsourced Out Of Hours Call Handling Service	Director of Communities	Sun-31-May-15		Achieved	(Q1 2014/15) The new call handling service operated by Mears was successfully introduced in April 2014. Some teething problems have been identified which are being resolved and a formal review of the new arrangements will be undertaken later in the year.
(f) - (i) Investigation of options for flexible working	Chief Executive	Tue-30-Sep-14		On Target	ICT capability has been identified to enable flexible working opportunities and a bid for capital funding is to be made as part of budget process for 2015/16. The trialling of a number of options has taken place and appropriate service areas to pilot flexible working approaches are to be identified.
(f) - (ii) Adoption of flexible working strategies	Chief Executive	Tue-31-Mar-15		On Target	(Q1 2014/15) See 4(f)(i) above.
(g) - Implementation of National Land & Property Gazetteer	Director of Resources	Thu-31-Jul-14		Achieved	(Q1 2014/15) - All major issues have been resolved but work is continuing to eliminate some duplicate references.
(h) - (i) Review of Allocation Scheme and Tenancy Policy	Director of Communities	Tue-30-Dec-14		On Target	(Q1 2014/15) Officers have identified a number of proposed changes to both the Housing Allocations Scheme and Tenancy Policy, following the introduction of the new Schemes in September 2013. Following informal discussion with Cabinet Members, the Housing Portfolio Holder will make a Portfolio Holder Decision on proposed changes in principle, which will be considered in detail by the Housing Scrutiny Panel in October 2014.
(h) - (ii) Implementation of any changes required to Tenancy Policy	Director of Communities	Tue-31-Mar-15		On Target	(Q1 2014/15) Following consideration of the proposed changes to the Housing Allocations Scheme and the Tenancy Policy by the Housing Scrutiny Panel in October 2014, and the subsequent required statutory consultation process, Cabinet will be asked to agree the proposed changes in January 2015, for implementation from 1st April 2015.

(i) - Implementation of Child and Adult Safeguarding Policy	Director of Communities	Tue-31-Mar-15		Achieved	(Q1 2014/15) Following the appointment to the new posts of Safeguarding Officer and Safeguarding Administration Assistant, good progress is being made with delivering the identified actions within the action plan, produced following the safeguarding audit in 2013, in accordance with the Council's Child and Adult Safeguarding Policy.  A full training programme commenced in April 2014 which has been provided to 80 staff and 25 Members. Work has commenced on a full review of the Council's Safeguarding Policy.
(j) - Determination of the Council's Housing Strategy for 2013-2016	Director of Communities	Wed-31-Dec-14		Behind Schedule	(Q1 2014/15) The Housing Portfolio Holder has previously agreed that the new Housing Strategy should be deferred until the production of the Preferred Options for the Local Plan, due to the inter-relationship between the two documents and the significant influence that the Local Plan will have on the Housing Strategy. Due to the extension of the timescale for production of the Preferred Options for the Local Plan being extended, the production of the new Housing Strategy has been similarly delayed.
(k) - Development of Council's Economic Development Strategy	Director of Governance	Tue-30-Sep-14		Behind Schedule	(Q1 2014/15) Progress in formulating a draft Economic Development Strategy has continued alongside work on economic development activities. The Waltham Abbey Town Centre Economic Development Plan has been presented to the Asset Management & Economic Development Cabinet Committee and further geographic and thematic plans are being formulated. However the target timescale for the development of the Council's Economic Development is unrealistic in light of current staffing resources available.
(l) - Development of Council's Waste Strategy	Director of Neighbourhoods	Tue-31-Mar-15		Under Control	(Q1 2014/15) - The Council's new Waste Strategy will be influenced by the work that is currently underway with respect to the review of the Inter Authority Agreement at a County level. This may lead to some slippage.
(m) - Development of Council's Leisure, Culture and Community Strategy	Director of Communities Director of Neighbourhoods	Thu-31-Jul-14		Behind Schedule	(Q1 2014/15) - Draft Strategy due to be considered by Portfolio Holder Advisory Group in September 2014, with final adoption by Cabinet in November 2014.
(n) - Development of Council's Operational Property Strategy	Chief Executive	Tue-30-Sep-14		On Target	Recent improvements in the Council's wireless capability will facilitate the development of the Operational Property Strategy. A review of potential partners to carry out a workspace review is to be undertaken.

## 5. Deliver key priorities within budget

Action	Lead Director	Target Date		Status	Progress
(a) (i) - Achievement of target for all KPIs	All Directors	Tue-31-Mar-15		Under Control	(Q1 2014/15) At the end of the first quarter of the year, 61% of the key performance indicators for 2014/15 had achieved target performance.
(a) (ii) - Achievement of specified deliverables for key objectives	All Directors	Tue-31-Mar-15		On Target	(Q1 2014/15) At the end of the first quarter of the year, 68% of the individual deliverables or actions supporting the key objectives for 2014/15 had either already been achieved or were anticipated to be completed in accordance with in-year targets.
(b) - Consumption of resources within budget	Director of Resources	Tue-31-Mar-15		On Target	(Q1 2014/15) It is very early in the year to make predictions about the outturn. At this time there are no reasons to believe that overall expenditure will not be contained within the budget.
(c) - Setting low District Council Tax & maintaining services	Director of Resources	Tue-31-Mar-15		On Target	(Q1 2014/15) The current Medium-Term Financial Strategy assumes that Members will continue with their policy of freezing the Council Tax.
(d) - (i) Review of sample processes	Chief Executive	Tue-30-Sep-14		On Target	Appropriate sample processes for review to be identified in the second quarter of the year.
(d) - (ii) Realignment of key performance indicator set	Chief Executive	Tue-30-Sep-14		On Target	Realignment of indicator set to be considered in the second quarter of the year.

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

Action	Lead Director	Target Date		Status	Progress
(a) - Provision of services to meet health and wellbeing needs	Director of Neighbourhoods	Thu-31-Jul-14		Behind Schedule	(Q1 2014/15) Draft Health and Wellbeing Strategy prepared and due to be finally considered by West Essex Health and Wellbeing Committee in October 2014, with adoption by the respective partner authorities in November 2014.

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

Action	Lead Director	Target Date		Status	Progress
(a) - (i) Completion of a development agreement with the owner of the T11 site	Director of Governance	Tue-31-Mar-15		Under Control	(Q1 2014/15) Negotiations between the Council and Polofind Ltd, and respective specialist legal and tax advisers in respect of the Langston Road (Epping Forest Shopping Park) site, has led to a proposal for the optimum way of owning and managing the new shopping park. This will be reported to the Cabinet in October 2014. Marketing of the site to secure anchor tenants of quality is underway. Confidential oral updates of such commercially sensitive information will be given when available.
(a) - (ii) Facilitation of a detailed planning application for the T11 site	Director of Governance	Not specified		Under Control	(Q1 2014/15) See 7(a)(i) above.
(a) - (iii) Commencement of development at the T11 site	Director of Governance	Thu-31-Mar-16		Under Control	(Q1 2014/15) See 7(a)(i) above.
(b) - Preparation of development brief for North Weald Airfield	Director of Neighbourhoods	Tue-31-Mar-15		On Target	(Q1 2014/15) The North Weald Bassett masterplanning exercise is due for completion and consideration by Members, for incorporation into the Local Plan evidence base, in October 2014.
(c) - Development of plans for the disposal of all or part of the St. Johns Road site	Director of Governance	Not specified		Under Control	(Q1 2014/15) Heads of Terms for mixed use development have been agreed by the Council, not objected to by Epping Town Council and are being considered by Essex County Council. Relocation of the Housing Depot is a pre-requisite to the development. Potential sites are subject to the outcome of Member decisions on related sites.
(d) - Disposal of the Nursery Service from the Pyrles Lane site	Director of Governance	Wed-30-Sep-15		Pending	(Q1 2014/15) Work has continued with a view to the submission of a planning application in October 2014.
(e) - (i) Detailed planning application for depot provision	Director of Governance	Sun-30-Jun-13		Behind Schedule	(Q1 2014/15) The planning application has been referred to the District Development Control Committee and an outcome is awaited (NB. Application agreed at 13 August 2014 meeting). A Member decision in relation to the Fleet Operations relocation/future requirements will be taken into consideration in the design and development of the site.
(e) - (ii) Detailed design & development of the Oakwood Hill	Director of Governance	Thu-30-Oct-14		Pending	(Q1 2014/15) See 7(e)(i) above.
(e) - (iii) Commencement of Oakwood Hill development	Director of Governance	Tue-31-Mar-15		Pending	(Q1 2014/15) See 7(e)(i) above.

(f) - (i) Start on site Phase 1 housebuilding programme	Director of Communities	Sun-31-Aug-14		On Target	(Q1 2014/15) Tenders have been sought from five contractors from the East Thames Contractors Framework or from contractors registered on Constructionline in May 2014. These have been evaluated by the Council's Development Agent and the Council Housebuilding Cabinet Committee will appoint the contractor in August 2014. Since it is a Design and Build Contract, the appointed Contractor will require a 3-month lead-in for design and mobilisation. Start on site will be around November 2014
(f) - (ii) Obtain investment partner status for HCA funding	Director of Communities	Wed-31-Dec-14		On Target	(Q1 2014/15) The Council learnt in July 2014 that its bid for Affordable Housing Grant was approved by the Homes & Communities Agency (HCA) and the next stage is to achieve Development Partner Status. Once details on how to achieve Investment Partner Status are available, East Thames will prepare and submit an application on behalf of the Council.
(f) - (iii) Start on site at Phase 2 housebuilding programme	Director of Communities	Tue-31-Mar-15		On Target	(Q1 2014/15) Following detailed consideration of three feasibility studies and consultation with ward members, the Council Housebuilding Cabinet Committee has agreed to seek the development of 56 affordable rented homes at the Burton Road, Loughton as Phase 2 of the house-building Programme. Following consultation by Pellings, the architects appointed by the Council's Development Agent, some changes to proposed layouts have had to be made to incorporate planning officers' comments in relation to overlooking issues. This has resulted in a slight reduction from 56 to 52 new homes. The planning application for Phase 2 is due to be submitted by the end of August 2014. Assuming planning approval is granted, Phase 2 will commence on site around May 2015.
(g) - Conversion of difficult-to-let bedsits into self-contained flats	Director of Communities	Thu-30-Apr-15		On Target	(Q1 2014/15) In July 2014 the Housing Portfolio Holder agreed the appointment of PA Finley Ltd to undertake the design and build contract for the conversion of 20 bedsits at Marden Close and the ground floor of Faversham Hall into 12 self-contained 1-bed flats. The contract is currently being drawn up and a date of possession is estimated to be around the beginning of September 2014 after the detailed design has been completed by the Contractor. Completion is estimated to be 12-months later around September 2015.
(h) - Extension and refurbishment of Epping Forest District Museum	Director of Communities	Thu-30-Apr-15		On Target	(Q1 2014/15) Following a long period of time to agree the terms of the lease for the first floor over the library with Essex County Council, the lease was signed in June 2014. This enabled the opening up works to commence and in turn allow the architects and engineers to commence with the detailed design in consultation with the Listed Building Officer at ECC. In the meantime, the Pre-qualification Questionnaire has been issued to a long list of contractors with a view to agreeing a short list for inclusion on a tender list. Tenders are due to be issued and returned by October 2014 with works due to start on site around December 2014 and completing around June 2015. This will be followed by a short period of around 12-weeks for fitting out the Museum before reopening in September 2015.

(i) - Undertake Environmental Estate Improvement Scheme at Oakwood Hill	Director of Communities	Tue-31-Mar-15		On Target	(Q1 2014/15) The Cabinet has allocated £200,000 towards the Environmental Improvement Scheme, which has been match-funded by £200,000 from Essex County Council for footpath and highway works. An Oakwood Hill Environmental Task Force has been formed, chaired by the Housing Portfolio Holder and comprising local residents, which first met in July 2014 and suggested improvements for further consideration including footpath improvements, the creation of a public space, off-street parking, landscaping, CCTV, and cleaned/replaced fascias and soffits. The Council's total budget allocation of £200k for the improvements is spread equally between 2014/15 and 2015/16.
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#### 8. Prepare and plan for the effects of welfare reforms in an effective and co-ordinated way

Action	Lead Director	Target Date		Status	Progress
(a) - Implementation of updated scheme of local support for Council Tax	Director of Resources	Wed-31-Dec-14		On Target	(Q1 2014/15) The Cabinet has agreed the key items to be included in the consultation and the consultation will commence in August 2014.
(b) - Retention of adequate resources to ensure the threat of fraud is effectively managed	Director of Resources	Wed-31-Dec-14		On Target	(Q1 2014/15) The Chief Internal Auditor and the Assistant Director of Resources (Benefits) are working on reports for future consideration by the Cabinet, which will set out the amended structures and resources required for both a Corporate Fraud Unit and the Benefits Service.
(c) - Retention of adequate resources to ensure the benefit function is effectively operated	Director of Resources	Wed-31-Dec-14		On Target	(Q1 2014/15) It remains unclear when Universal Credit will be implemented in the district and the role that this Council will have. At this point staff retention has not become a significant issue.