

Corporate Plan: 2015-2020 KEY ACTION PLAN 2015-2016				Corporate Plan: 2015-2020 KEY ACTION PLAN 2016-2017			
Action	Lead Director-ate	Resp. for Achievement	Target Date	Action	Lead Director-ate	Resp. for Achievement	Target Date
Aim (i) To ensure that the Council has appropriate resources, on an ongoing basis, to fund its statutory duties and appropriate discretionary services whilst continuing to keep Council Tax low.							
(a) To ensure that the Council's Medium Term Financial Strategy plans to meet the Council's financial and service requirements for any forward five year period, whilst minimising any reliance on Government funding.							
1) Deliver the savings identified for 2015/16 in the business cases approved by Members.	M'ment Board	Chief Executive	March 2016	1) Deliver the savings identified for 2016/17 in the business cases approved by Members	M'ment Board	Chief Exec	March 2017
2) Progress preparations for delivering the savings identified for 2016/17 within the Medium Term Financial Strategy.	M'ment Board	Chief Executive	March 2016	2) Progress preparations for delivering savings for 2017/18 within the MTFS	M'ment Board	Chief Exec.	March 2017
3) Develop additional business cases, through a structured approach, to address the need for net savings in subsequent years.	M'ment Board	Chief Executive	Sept 2015	3) Develop additional business cases, including the use of the invest to save fund, to address the need for net savings in subsequent years.	M'ment Board	Chief Exec.	Sept 2016
4) Commence the budget cycle early again next year with an updated MTFS to take account of any changes following the general election.	Res.	Director Res.	July 2015	4) Continue with the presentation of the Financial Issues Paper and MTFS update in July.	Res.	Director Res.	July 2016
(b) To continue to review and develop the Council's own assets and landholdings for appropriate uses, in order to maximise revenue streams and capital receipts, and to deliver the following key projects:							
<ul style="list-style-type: none"> ■ The Epping Forest Shopping Park, Loughton ■ St John's Redevelopment Scheme, Epping 				<ul style="list-style-type: none"> ■ Council Housebuilding Programme ■ North Weald Airfield 			
1) Complete Phase 1 of the Council Housebuilding Programme to provide 23 new affordable rented homes in Waltham Abbey.	Comm.	Asst. Dir. (Housing Property & Dev.)	Dec 2015	1) Complete Phase 1 of the Council Housebuilding Programme to provide 23 new affordable rented homes in Waltham Abbey.	Comm.	AD (Housing Property & Dev.)	July 2016

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2) Complete the major refurbishment scheme at Marden Close, Chigwell Row to convert 20 difficult-to-let bedsits and a communal hall into 12 self-contained flats.	Comm.	Asst. Dir. (Housing Property & Dev.)	Sept 2015	No further action			
3) Secure planning permission and commence Phase 2 of the Council Housebuilding Programme to provide up to 52 new affordable rented homes at Burton Road, Loughton.	Comm.	Asst. Dir. (Housing Property & Dev.)	Aug 2015	2) Commence Phase 2 of the Council Housebuilding Programme to provide [51] new affordable rented homes at Burton Road, Loughton.	Comm.	AD (Housing Property & Dev.)	April 2016
4) Negotiate and complete the St John's redevelopment Scheme at Epping, and identify a suitable location within the District to which the Housing Repairs Service can be relocated from the Epping Depot.	N'hoods	Asst. Dir. (Policy, Planning & ED)	Sept 2015	3) Relocate the Housing Repairs Service from the Epping Depot, together with the Housing Assets Team, to alternative suitable alternative premises in order to vacate the current Depot site to enable the planned St John's Redevelopment Scheme and to free-up office accommodation at the Civic Offices, Epping.	Comm.	AD (Housing Property & Dev.)	April 2016
				4) To facilitate the delivery of the St Johns Road redevelopment scheme.	N'hoods	Director N'hoods	April 2016
5) Work in partnership with Moat Housing to commence the development of the Council garage site at Vere Road, Loughton to provide up to 15 affordable rented homes, together with up to 14 additional parking spaces to facilitate the development of the adjacent site of the former Sir Winston Churchill PH.	Comm.	Director of Comm.	March 2016	5) Work in partnership with Moat Housing to complete the proposed development of the Council garage site at Vere Road, Loughton to provide 15 affordable rented homes, together with up to 14 additional parking spaces to facilitate the development of the adjacent site of the former Sir Winston Churchill PH.	Comm.	Director Comm.	April 2017

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6) Seek to vacate the Council's Hemnall Street Offices, Epping in order to redevelop/let the premises, by relocating Community Services staff to office accommodation to be purchased close to Epping Forest District Museum, Waltham Abbey, and at the Civic Offices through the freeing-up of Council accommodation as a result of flexible working arrangements.	Comm. / M'ment Board	Chief Exec. / Asst. Dir. (Comm. Services and Safety)	March 2016	No further action			
7) Review all licence arrangements at North Weald Airfield.	N'hoods	Asst. Dir. (N'hoods)	April 2015	6) To appoint an experienced development partner with the skills to assist the Council in maximising the benefit of its assets at North Weald Airfield to generate additional sources of revenue.	N'Hoods	AD (N'hood Serv)	Oct 2015
8) Progress the Epping Forest Shopping Park scheme in association with Member decisions.	N'hoods	Asst. Dir. (Policy, Planning & ED)	Sept 2016	7) To progress the Epping Forest Shopping Park on a sole owner operator basis with the aim of achieving an opening for the Christmas period 2016.	N'hoods	Director N'hoods	Oct 2016
				New Action 8) Commence Phase 3 of the Council Housebuilding Programme to provide up to 35 new affordable rented homes in Epping, Coopersale, North Weald and Ongar.	Comm.	AD (Housing Property & Dev.)	June 2016
				New Action 9) Secure planning Phase 4 of the Council Housebuilding Programme to provide up to 50 new affordable rented homes at various small sites in Loughton.	Comm.	AD (Housing Property & Dev.)	May 2016
				New Action 10) Subject to the receipt of planning permission, secure the provision of the affordable rented homes at the Council-owned site at Pyrles Lane, Loughton as part of any sale of the site to a private developer	Comm.	Director Comm.	June 2016

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(c) To explore appropriate opportunities to make savings and increase income through the shared delivery of services with other organisations, where such arrangements would provide improved and/or more cost effective outcomes.							
1) Work with 5 neighbouring councils, through a consortium arrangement, to renew the contract and service arrangements for the Shared Housing Register Management Service, in order to continue to share the Service's costs and improve service delivery.	Comm.	Asst. Dir. (Housing Ops)	Jan 2016	No further action			
2) Approach neighbouring authorities to carry out checking and vetting of Building Control plans through partnership working.	Gov.	Asst. Dir. (Dev. M'tment)	Jan 2016	1) Liaise effectively with all Directorates to retain Building Control project work in house, wherever possible.	Gov.	Asst. Dir. (Dev. M'tment)	Jan. 2017
3) Review the shared opportunities with the Public Law Partnership: <ul style="list-style-type: none"> to pool knowledge when implementing legislative change, work towards standardising documentation used in the provision of services across the partnership, and take advantage of reductions in the costs of on-line library services and training which are negotiated by the partnership. 	Gov.	Assistant Director (Legal Services)	March 2016				
4) Explore the possibility of sharing an integrated HR/Payroll IT system with other authorities.	Res.	Asst. Dir. (HR)	Sept 2015	2) Explore the possible expansion of the insurance service provided to Uttlesford.	Res.	Asst. Dir. (Acc)	Sept 2016
5) Explore providing payroll services to other authorities.	Res.	Asst. Dir. (HR)	March 2016	3) Evaluate possibility of shared service as part of Debt Working Party.	Res.	Asst. Dir. (Rev)	Sept 2016

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6) Explore providing an audio typing service to other authorities.	Res.	Asst. Dir. (HR)	March 2016	4) Evaluate possibility of shared service as part of Scanning Working Party.	Res.	Asst. Dir. (Ben)	Sept 2016
7) Identify additional Council services that may benefit from a shared provision with other organisations (either provided by the Council or others), to reduce costs, create income and/or improve service delivery.	M'ment Board	Chief Executive	March 2016	5) Identify additional Council services that may benefit from a shared provision with other organisations (either provided by the Council or others), to reduce costs, create income and/or improve service delivery.	M'ment Board	Chief Exec.	March 2017
				6) To undertake a review of NEPP Off Street Parking arrangements.	N'hoods	AD (Tech)	Nov 2015
Aim (ii) To ensure that the Council has a sound and approved Local Plan and commences its subsequent delivery							
(a) To produce a sound Local Plan, following consultation with local residents and working with neighbouring councils, that meets the needs of our communities whilst minimising the impact on the District's Green Belt.							
1) Update the Council's Housing Strategy, following production of the Preferred Options for the Local Plan.	Comm.	Director Comm.	Dec 2015	1) Update the Council's Housing Strategy, following production of the Preferred Options for the Local Plan.	Comm.	Director Comm.	Dec 2016
2) Complete the gathering of information to form the evidence on which key decisions will be taken as part of the Local Plan.	N'hoods	Asst. Dir. (Policy Planning & Econ. Dev.)	April 2015				
3) Agree on objectively assessed Housing and Employment Need for the Local Plan Period.	N'hoods	Asst. Dir. (Policy Planning & Econ. Dev.)	April 2015	2) To Agree on objectively assessed Housing and Employment Need for the Local Plan Period.	N'hoods	AD (PP & ED)	Sept 2015

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4) Agree a Draft Local Plan and undertake the appropriate sustainability appraisal.	N'hoods	Asst. Dir. (Policy Planning & Econ. Dev.)	June 2015	3) To undertake in two Phases, a comprehensive Green Belt Review as a key component of the local Plan evidence base.	N'hoods	AD (PP & ED)	Phase 1 - July 2015 Phase II - Jan 2016
5) Undertake the Preferred Options Consultations.	N'hoods	Asst. Dir. (Policy Planning & Econ. Dev.)	June -Sept 2015	4) Agree a Draft Local Plan and undertake the appropriate sustainability appraisal.	N'hoods	AD (PP & ED)	May 2016
6) Submit the Final Local Plan to the Planning Inspectorate for Examination.	N'hoods	Asst. Dir. (Policy Planning & Econ. Dev.)	Nov 2015	5) Undertake all necessary consultations and negotiations under the Duty to Co-operate with Neighbouring Authorities to ensure that the Local plan meets this test at Examination.	N'hoods	AD (PP & ED)	On-going
				6) Submit the Final Local Plan to the Planning Inspectorate for Examination.	N'hoods	AD (PP & ED)	Oct 2017
(b) To increase opportunities for sustainable economic development within the District, in order to increase local employment opportunities for residents.							
1) Consider the practicalities of revising procurement arrangements to encourage/require contractors to employ local residents for Council contracts.	Res.	Director Res.	Dec 2015				
2) Incorporate the findings of the Economic Development Study into the Local Plan Evidence base with a view to determining future Employment Need.	N'hoods	Asst. Dir. (Policy Planning & Econ. Dev.)	April 2015	1) Incorporate the findings of the Economic Development Study into the Local Plan Evidence base with a view to determining future Employment Need.	N'hoods	AD (PP & ED)	Sept 2015

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3) After consultation on Preferred Options to allocate Employment land within the Council's Local Plan.	N'hoods	Asst. Dir. (Policy Planning & Econ. Dev.)	Nov 2015				
4) Develop and implement a new Economic Development Plan for the District, building on the work that has been undertaken with regard to individual Town Centres.	N'hoods	Asst. Dir. (Policy Planning & Econ. Dev.)	May 2015				
5) Continue to support the work of Local Business Partnerships to support the local economy and generate additional local employment opportunities.	N'hoods	Asst. Dir. (Policy Planning & Econ. Dev.)	On-going	2) Continue to support the work of Local Business Partnerships to support the local economy and generate additional local employment opportunities.	N'hoods	AD (PP & ED)	Sept 2015
6) Continue with the Council's apprenticeship scheme for the district's young people, providing sustainable employment opportunities.	Res.	Asst. Dir. (HR)	Sept 2015	3) Continue with the Council's apprenticeship scheme for the district's young people, providing sustainable employment opportunities.	Res.	Asst. Dir. (HR)	Sept 2016
(c) To deliver the Council's new Leisure and Cultural Strategy, in order to maximise participation and value for money in the provision of leisure and cultural services to local residents and visitors.							
1) Complete the extension and major refurbishment of the Epping Forest District Museum, Waltham Abbey and open to the public.	Comm.	Asst. Dir. (Comm. Services / Safety)	Dec 2015	No further action			

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2) Work in partnership with Waltham Abbey Town Council to investigate the feasibility of developing a new leisure/community hub at Hillhouse, Waltham Abbey.	N'hoods / Comm.	Director N'hoods / Director Comm.	Mar 2016	1) In partnership with Essex County Council, NHS England and Waltham Abbey Town Council, undertake a Masterplanning exercise for the provision of a proposed new swimming pool, new health centre and an independent living scheme for older people at Hillhouse, Waltham Abbey .	N'hoods / Comm.	Director N'hoods / Director Comm.	May 2016
				2) Undertake a public consultation exercise on the Draft Masterplan for Hillhouse, Waltham Abbey.			
3) Appoint external specialist support to the competitive dialogue process for the new Leisure Management Contract, to ensure that the Council achieves best consideration.	N'hoods	Asst. Dir. (N'hoods)	April 2015	3) To consider a business case with respect to procurement and contract packaging options for the new Leisure Management Contract, allowing Members to select the most advantageous approach.	N'hoods	AD N'hoods	Sept 2015
4) In accordance with the recommendations of the Leisure and Culture Strategy to jointly pursue the provision of a new Secondary School on the Ongar Campus site, with a view to entering a Dual-Use Agreement for the Leisure Centre.	N'hoods	Asst. Dir. (N'hoods)	May 2015	4) In accordance with the recommendations of the Leisure and Culture Strategy to jointly pursue the provision of a new Secondary School on the Ongar Campus site, with a view to entering a Dual-Use Agreement for the Leisure Centre.	N'hoods	DoN AD - N'hoods	April 2016
5) As part of the competitive dialogue procurement process for the new Leisure Management Contract, take forward the provision of a replacement swimming pool in Waltham Abbey.	N'hoods	Director N'hoods	April 2015 on-ward	5) As part of the competitive dialogue procurement process for the new Leisure Management Contract, take forward the provision of a replacement swimming pool in Waltham Abbey.	N'Hoods	DoN AD – N'hoods	Sept 2015 On-wards
				New Action 6) Subject to the receipt of funding from Arts Council England, investigate the possible establishment of a Museum Heritage and Culture Development Trust, in order to lever in more external funding than is currently possible.	Comm.	AD (Comm Services and Safety)	June 2016

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Aim (iii) To ensure that the Council adopts a modern approach to the delivery of its services and that they are efficient, effective and fit for purpose.							
(a) To have efficient arrangements in place to enable customers to easily contact the Council, in a variety of convenient ways, and in most cases have their service needs met effectively on first contact.							
1) Increase the opening hours of the Council Office at the Limes Centre, Chigwell, to improve access for local residents to a range of Council services.	Comm.	Asst. Dir. (Comm. Services / Safety)	June 2015	1) Review the success of the increased opening hours and the increased delivery of Council services at the Council Office at the Limes Centre Chigwell after 12 months' operation, with an interim review after 6 months.	Comm.	AD (Comm. Services / Safety)	Jan 2017
2) Introduce web-based and smartphone applications to enable Council tenants to report repairs on-line.	Comm.	Asst. Dir. (Housing Property & Dev.)	May 2015	No further action			
3) Establish a multi-disciplinary officer group to undertake a review and report on proposals for improving customer contact with the Council.	M'ment Board	Asst. Dir. (Gov. and Perform. Imp.)	Mar 2016	2) Implement and/or produce an Implementation Plan for, the agreed proposals for improving customer contact.	M'ment Board	Asst. Dir. (Gov. and Perform. Imp.)	Mar 2017
(b) To utilise modern technology to enable Council officers and members to work more effectively, in order to provide enhanced services to customers and make Council services and information easier to access.							
1) Introduce more flexible methods for customers to pay for Council services.	Res.	Asst. Director (Revs)	Dec 2015				
2) Introduce an on-line facility for customers to easily view and research objects held by the Epping Forest District Museum.	Comm.	Museum Heritage & Culture Manager	Mar 2016	No further action			

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3) Scan old Development Control & Building Control files and microfiche and increase the number of planning records available on the Council's website.	Gov.	Asst. Dir. (Dev. M'ment)	July 2016	1) Achieve significant progress in the scanning of paper and microfiche Development Control files to increase both information available on iPlan and enable flexible working.	Gov.	Asst. Dir. Dev. M'ment	Mar 2017
				2) Scan Building Control paper and microfiche files to promote flexible working and reduce storage costs.	Gov.	Asst. Dir. Dev. M'ment	Mar 2017
4) Investigate and, if possible, implement the returns of Local Land Charges Searches by email.	Gov.	Asst. Dir. (Legal Services)	April 2016				
5) Update the Contracts Register so that the contract documentation can be accessed and viewed by using an icon on the register. This will apply to new contracts at first.	Gov.	Asst. Dir. (Legal Services)	April 2016	3) Undertake document scanning projects in Legal Services and Development management to support the Transformation Programme.	Gov.	Asst. Dirs. (Legal Services & Dev. M'ment)	Mar. 2017
6) Identify, during audits, any manual documentation or process that can be improved by conversion to electronic form.	Gov.	Chief Internal Auditor	Mar 2016				
7) Continue the implementation of the Council's ICT Strategy, with the completion of the following key projects: (a) Printer reduction, removal and redeployment, and implementation of print management software; and (b) Mobile and flexible working.	Res.	Asst. Dir. (ICT & Facilities M'ment)	Mar 2016	4) Continue the implementation of the Council's ICT Strategy, with the completion of the following key projects: (a) Roll out and development of Information@Work; and (b) Mobile and flexible working.	Res.	Asst. Dir. (ICT & FM)	Mar 2017
8) Complete a review of accommodation and make recommendations on utilisation of space and flexible methods of working.	M'ment Board	Chief Executive	Sept 2015	5) Free up computer suite 1 for re-use as office accommodation.	Res.	Asst. Dir. (ICT & FM)	Mar 2017

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(c) To ensure that the Council understands the effects of an ageing population within the District and works with other agencies to make appropriate plans and arrangements to respond to these effects.							
1) Undertake a study to identify and better understand the demographics of an ageing population in the District and the effects on the Council and local residents.	Comm.	Asst. Dir. (Comm. Services and Safety)	Mar 2016	1) Complete the multi-service study to identify and better understand the demographics of an ageing population in the District and the effects on the Council.	Comm.	AD (Comm. Services and Safety)	June 2016
				2) Commence the implementation of the action plan formulated as a result of the multi-service study to mitigate the effects on the Council of an ageing population in the District.			
2) Review the provision and delivery of community and cultural services to older people, to ensure that appropriate resources are targeted at the increasing numbers of older people, in order to help improve their general health and wellbeing.	Comm.	Asst. Dir. (Comm. Services and Safety)	Oct 2016	No further action			
3) Undertake a review of the Council's sheltered and designated accommodation for older people, with a view to rationalising the amount and location of such accommodation and identifying improvements required to the retained accommodation to ensure it remains fit for purpose.	Comm.	Asst. Dir. (Housing Ops) / Asst. Dir. (Housing Prop. & Dev.)	Mar 2016	3) Following the (planned) 2015 review of sheltered housing, implement the agreed new model for the delivery of housing support for older people in the District.	Comm.	AD (Housing Ops)	Jan 2017
				4) Following the (planned) 2015 review of the Council's sheltered housing assets, commence the implementation of the planned rationalisation of the Council's sheltered housing stock.			