

(i) (a) Ensure the Medium Term Financial strategy meets the Council's financial requirements

Action	Lead Directorates	Target Date	Status	Progress
1) - Deliver identified savings	Management Board	31-Mar-16	On Target	<p>Q1 (2015/16) Savings are on track at the end of Q1. Quarterly financial reporting of cumulative savings will be presented to Management Board to monitor progress. Most of the savings identified involved restructuring actions that have already been implemented in Q1.</p> <p>Q2 (2015/16) Savings plan remains on track and within budget in Q2.</p> <p>Q3 (2015/16) Savings plan remains on track and within budget in Q3.</p>
2) - Progress savings identified	Management Board	31-Mar-16	On Target	<p>Q1 (2015/16) The 2016/17 budget process will follow a similar cycle to last year. The Director of Resources has already produced a financial issues paper and an outline MTFs to kick the process off. Savings targets will be considered at a Leadership Team meeting in the autumn.</p> <p>Q2 (2015/16) Preparations on track. New Head of Transformation recruited to assist with transformational change.</p> <p>Q3 (2015/16) Scoping paper for Transformation Project approved by Cabinet. Project Initiation Document in preparation and Transformation methodology being discussed. Financial Settlement notified in December and financial issues paper will be discussed with Cabinet in January.</p>
3) - Develop business cases	Management Board	30-Sep-15	Under Control	<p>Q1 (2015/16) Several ideas have come forward and these are now being worked up into business cases.</p> <p>Q2 (2015/16) Business cases for Grass Cutting Equipment, LED Lighting, Rental Loans and Self-Serve Cash Kiosks have been put forward. All will generate operational savings.</p> <p>Q3 (2015/16) Business cases approved and implementation under way.</p>
4) - Commence the budget cycle	Resources	31-Jul-15	Achieved	<p>(Q1 2015/16) A meeting of the Finance Cabinet Committee has been arranged for 20 July and the agenda will include the Financial Issues Paper.</p>

				(Q2 & Q3 2015/16) The Finance Cabinet Committee met as scheduled to commence the budget cycle with the Financial Issues Paper.
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(i) (b) Review and develop the Council's own assets and landholdings for appropriate uses, in order to maximise revenue streams and capital receipts and deliver key projects

Action	Lead Directorates	Target Date	Status	Progress
1) Complete phase 1 of the Council Housebuildings	Communities	31-Dec-15	Behind Schedule	<p>(Q1 2015/16) The contractor has commenced construction works. However, the development has been delayed, mainly due to the time it took for the contractor to put a performance bond in place. There are also on-going discussions with the contractor about responsibility for some additional costs, all of which are due to be considered by the Council Housebuilding Cabinet Committee on 27th July 2015.</p> <p>(Q2 2015/16) Having regard to legal advice, the Council Housebuilding Cabinet Committee agreed that no additional costs should be paid to the contractor and that, if the works go beyond the date of Practical Completion without good reason, Liquidated and Ascertained Damages (LASDs - allowed for in the contract) should be applied to compensate the Council for the loss of expected rent from the new properties. Progress with the works continues to be slow and behind programme. Practical Completion is in November 2015, when a Certificate of Non-Completion will be issued in accordance with the contract provisions - following which it is considered inevitable that LADs will be applied.</p> <p>(Q3 2015/16) Progress with the works continues to be slow and behind programme. A Certificate of Non-Completion was issued to the Contractor in November 2015, and Liquidated and Ascertained Damages have been deducted from contract payments since that time. A formal claim for an extension of time has been received from the contractor, which is currently being assessed by the Council's Development Agent and their consultants.</p>
2) Complete the major refurbishment	Communities	30-Sep-15	Achieved	<p>(Q1 2015/16) The refurbishment/conversion scheme is due for completion in October 2015</p> <p>(Q2 2015/16) The works have been completed.</p>

scheme at Marden Close					
3) Secure planning permission and commence Phase 2 of the Council Housebuilding Programme	Communities	31-Aug-15		Under Control	<p>(Q1 2015/16) Following refusal by the Area Plans Sub-Committee of planning permission to provide 52 new affordable homes, a revised planning application for 51 new affordable homes has been submitted and is awaiting determination by the District Development Management Committee.</p> <p>(Q2 2015/16) Full Council granted planning permission in September 2015. Tenders have been invited and tender returns are awaited.</p> <p>(Q3 2015/16) Tenders are due to be considered at the Council Housebuilding Cabinet Committee on 19th January 2016, with a view to works commencing end February / beginning of March 2016.</p>
4) Negotiate and complete the St John's redevelopment Scheme at Epping	Neighbourhoods	30-Sep-15		Behind Schedule	<p>(Q1 2015/16) The Diocese has agreed to relax the Covenant on Lindsay House and the terms of disposal to Essex County Council have been agreed. The legal documentation regarding the purchase and subsequent sale of the St John's Road Site to 'Frontier Developments', is largely complete. Awaiting final agreement by the County Council's Cabinet in early September 2015. Legal advice has been sought regarding State Aid. A potential alternative site for a new Housing Repairs Centre, to which the facilities at the Epping Depot at the St Johns Rd site (together with the Housing Assets staff currently based at the Civic Offices, Epping) could relocate is under consideration.</p> <p>(Q2 2015/16) A clarification was sought by the Secretary of State which has delayed the receipt of State Aid approval. An update on the project was given to the Asset Management Cabinet Committee in October. The outstanding issue in relation to the purchase of Essex County Council's interest is in relation to an overage agreement protecting the County, in the event that a higher volume scheme is developed. The District Council are seeking to implement steps to ensure any scheme is mixed-use and in accordance with the agreed Design and Development Brief. A report on the potential relocation of the Housing Repairs Service to a site in North Weald, is due to be considered by the Cabinet in November 2015.</p> <p>(Q3 2015/16) Secretary of State Approval of State Aid Application was received in November. Negotiation still yet to conclude with respect to the overage agreement required by Essex County Council to protect their interests in the event that a higher value scheme is ultimately developed and/or the developer stands to make excess profit.</p>

<p>5) Work in partnership with Moat Housing to commence the development of the Council garage site</p>	<p>Communities</p>	<p>31-Mar-16</p>		<p>Behind Schedule</p>	<p>(Q1 2015/16) The Director of Communities is working with Moat Housing on the arrangements for the proposed development, including the design (on which ward members will be consulted). EFDC's Legal Services are also close to completing the first draft of the required lease.</p> <p>(Q2 2015/16) Following the announcement as part of the Chancellor's Summer Budget (now included within the Welfare Reform and Work Bill) that all social landlords must reduce their rents by 1% per annum for the next 4 years, Moat has had to revise its financial appraisal for the development. This has resulted in a position where the Council was due to receive a capital receipt of £425,000 transferring the land to Moat for the development, to Moat now being unable to provide a capital receipt if all the properties continue to be provided at affordable rents as originally proposed. Officers are currently considering the implications of this; one option is that the Council considers undertaking the development itself. In the meantime, progress with the development has been delayed.</p> <p>(Q3 2015/16) It is intended to submit a report to the Asset Management and Economic Development Cabinet Committee on a proposal to add the site to the Council Housebuilding Cabinet Committee, once discussions with the developer on parking arrangements for the private development on the site of the former Sir Winston Churchill PH have been considered.</p>
<p>6) Seek to vacate the Council's Hemnall Street Offices, Epping in order to redevelop/let the premises.</p>	<p>Management Board Communities</p>	<p>31-Mar-16</p>		<p>Under Control</p>	<p>(Q1 2015/16) Awaiting space to become available at both the Civic Offices, Epping and the Epping Forest Museum, Waltham Abbey (when the extension/refurbishment is completed in Jan/Feb 2016)</p> <p>(Q2 2015/16) It is planned that a report will be presented to the Cabinet in November 2015, proposing a Council-owned site where a new Repairs and Maintenance Hub could be constructed - to which both the Housing Repairs Service (currently based at the Epping Depot) and the Housing Assets Team (currently based at the Civic Offices, Epping) could be co-located. Not only would this achieve a number of operational objectives, it would also enable the Epping Depot to be vacated (allowing the redevelopment of the St. Johns area of Epping to proceed) and office accommodation on the ground floor of the Civic Offices to be freed-up (in accordance with the Council's planned Accommodation Strategy).</p> <p>(Q3 2015/16) At its meeting in December 2015, Cabinet agreed in principle to build a new Repairs and Maintenance Hub, to which the Housing Assets Team based at the Civic Offices</p>

				will relocate, and the design is being progressed by the Council's consultants. In the meantime, Community Arts staff based at Hemnall Street have relocated to the expanded and refurbished Epping Forest Museum, freeing-up some office space at Hemnall Street.
7) Review all licence arrangements at North Weald Airfield	Neighbourhoods	30-Apr-15	Under Control	<p>(Q1 2015/16) As a result of the marketing exercise undertaken by Savills, three expressions of interest have been obtained from potential Development Partners to increase aviation activity and revenue. Interviews are being held in late August, with the intention of reporting to the Asset Management Cabinet Committee in October 2015.</p> <p>(Q2 2015/16) The Asset Management Cabinet Committee received a presentation from the Council's consultants, Savills, on the three proposals received as a result of the soft marketing exercise undertaken to identify a potential aviation partner. From the presentation, a clearer indication was received from Members on the key considerations that they would like taken on board in any further procurement exercise. This will be reported to a future Cabinet.</p> <p>(Q3 2015/16) As the soft market testing did not constitute a formal procurement process, a concessionary contract in accordance with OJEU is to be tendered to the wider aviation market. Advertising due to take place in March 2016.</p>
7) (a) Appoint an experienced development partner	Neighbourhoods	31-Oct-15	Under Control	<p>New action from Q2:</p> <p>(Q2 2015/16) Following the presentation of the three proposals received as a result of the soft market testing exercise to the Asset Management Committee in October, a further report will be made to Cabinet in January 2016, recommending next steps to undertake a more formal procurement exercise.</p> <p>(Q3 2015/16) As above in 7).</p>
8) Progress the Epping Forest Shopping Park Scheme	Neighbourhoods	31-Mar-16	Under Control	(Q1 2015/16) The Council has acquired the interest of its previous Development Partner 'Polofind Ltd'. Project Team now working directly to EFDC. Main contract being let in accordance with OJEU Regulations. Highways Contract due to be tendered by end of August 2015 with practical construction work due to commence February 2016. Anchor Tenants largely secured. Still aspiration to open for the Christmas Trading Period in 2016.

				<p>(Q2 2015/16) The contract for the S278 Highways Works is due to be let at the end of October 2015, with the main construction contract under OJEU procurement regulations following shortly afterwards. A special Cabinet is to be held on the 11 January 2016 to appoint the successful tenderer for the main construction contract. It is hoped to have pre-let contracts in place with anchor retail tenants by the end of the year, in advance of the construction contract being awarded.</p> <p>(Q3 2015/16) The Contract for the S278 Highways Work will be considered by Cabinet in January 2016. Unfortunately no tenders were received for the construction of the main retail park. It is intended to re-advertise under the "restricted" OJEU process in January 2016. Progress continues to be made in securing anchor tenants. The timescale for the Shopping Park opening will need to be revised due to the delays, now likely to be Easter 2017.</p>
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(i) (c) Achieve savings and increase income through potential shared services with other organisations

Action	Lead Directorates	Target Date	Status	Progress
1) Work with 5 neighbouring councils to renew the contract and service arrangements for the Shared Housing Register Management Service	Communities	31-Jan-16	Achieved	<p>(Q1 2015/16) Following a detailed EU Competitive Dialogue process, the Herts & Essex Housing Options Consortium (HEHOC) has selected the existing provider, LHS, on the basis of price and quality, to provide the service under a new contract. The Housing Portfolio Holder has formally agreed to award the Council's contract to LHS and the legal contract documentation is currently being prepared for signature.</p> <p>(Q2 2015/16) Procurement and legal work continues to finalise the arrangements, in accordance with the original timetable.</p> <p>(Q3 2015/16) The new contract with LHS has been completed under seal, with effect from 4th January 2016.</p>
2) Approach neighbouring authorities to carry	Governance	31-Jan-16	On Target	<p>(Q1 2015/16) Continue to partner with architects in respect plan checking work taking place in other authorities and we are adding partners to our list which is bringing in more work and income. Weston Homes continue to be our biggest partner.</p>

<p>out checking and vetting of Building Control plans through partnership working.</p>					<p>(Q2 2015/16) This process is continuing and the list has been added to during the second quarter. Building Control income is on an upward trend.</p> <p>(Q3 2015/16) We continue to add to the list and income continues to remain above increased budget target.</p>
<p>3) Review the shared opportunities with the Public Law Partnership</p>	<p>Governance</p>	<p>31-Mar-16</p>		<p>On Target</p>	<p>(Q1 2015/16) Ongoing – staff attend quarterly meetings with the PLP and special interest groups. Use of shared library and reduced costs for training are explored and utilised.. Monitoring Officer investigations are both conducted by EFDC or on our behalf through the PLP.</p> <p>(Q2 2015/16) We continue to respond to requests from other Councils. A review of partnerships is underway by Internal Audit and the Legal section is participating with this in connection with the PLP in particular.</p> <p>(Q3 2015/16) We continue to benefit from online libraries and precedents. Audit completed and awarded Substantial Assurance.</p>
<p>4) Explore the possibility of sharing an integrated HR/Payroll IT system with other authorities.</p>	<p>Resources</p>	<p>30-Sep-15</p>		<p>Behind Schedule</p>	<p>(Q1 2015/16) Work is progressing with Braintree and Colchester and a common specification has been agreed for a new system.</p> <p>(Q2 2015/16) Procurement has been delayed by legal issues at one of the partner authorities. We are working to resolve these issues and still hope to proceed with a joint procurement.</p> <p>(Q3 2015/16) The first set of tenders was not acceptable so it has been necessary to re-tender the joint procurement.</p>
<p>5) Explore providing payroll services to other authorities.</p>	<p>Resources</p>	<p>31-Mar-16</p>		<p>Under Control</p>	<p>(Q1 2015/16) This was intended to follow on from the implementation of the new system. However, one authority in Essex is having difficulties and initial discussions have been held with them to provide support.</p> <p>(Q2 & Q3 2015/16) The other authority mentioned at Q1 decided to pursue other options. We will respond positively to any approaches but will not actively seek opportunities until the</p>

					new system has been implemented.
6) Explore providing an audio typing service to other authorities.	Resources	31-Mar-16		Under Control	(Q1 2015/16) An approach had been received from Harlow but it was not possible to reach any agreement. Opportunities will now be explored with other authorities. (Q2 & Q3 2015/16) No fresh opportunities have arisen.
7) Identify additional Council services that may benefit from a shared provision with other organisations (either provided by the Council or others)	Management Board	31-Mar-16		On Target	(Q1 2015/16) Not due yet - some early conversations about potential opportunities identified have taken place. (Q2 2015/16) Not due yet - some early conversations about potential opportunities identified have taken place. (Q3 2015/16) Director of Governance has made some good progress in joint audit services with Harlow and Broxbourne. Meeting scheduled with Brentwood in January 2016 to consider potential opportunities.
7) (a) Undertake a review of NEPP Off Street Parking arrangements	Management Board	31-Mar-16		On Target	New action from Q2: (Q2 2015/16) The Council has commissioned a review of off street parking which will be reported to Cabinet in December 2015. (Q3 2015/16) The results of the review of off street parking recommended that the Council would achieve better value for money if it was to withdraw from NEPP and seek an alternative provider. Cabinet to formally consider on the 11 January 2016.

(ii) (a) Produce a Local Plan that meets the needs of the communities whilst minimising the impact on the District's Green Belt

Action	Lead Directorates	Target Date	Status	Progress
1) Update the Council's Housing Strategy, following production of the Preferred Options for the Local Plan.	Communities	31-Dec-15	Pending	(Q1 2015/16) Awaiting production of the Local Plan Preferred Options. (Q2 2015/16) As Q1. (Q3 2015/16) As Q2. In the meantime, a new Housing Strategy Key Action Plan has been approved for the forthcoming year (2016).
2) Complete the gathering of information to form the evidence on which key decisions will be taken as part of the Local Plan.	Neighbourhoods	30-Apr-15	Behind Schedule	(Q1 2015/16) Local Development Scheme agreed by Cabinet in June. Preferred Options targeted for Autumn 2016. Cabinet to consider Green Belt Review Stage 1 in September 2015 with Stage 2 to be completed by the end of the year. (Q2 2015/16) Green Belt Review Stage 1 considered by Cabinet in September 2015. Consultants have been engaged to undertake Stage II which is targeted to be completed by the end of the year. (Q3 2015/16) Green Belt Review Stage 1 is now complete. Work has commenced on Stage 2 due to complete March 2016. Urban capacity study commissioned and scheduled to present outcomes to Members in February 2016.
3) Agree on objectively assessed Housing and Employment Need for the Local Plan Period.	Neighbourhoods	30-Apr-15	Under Control	(Q1 2015/16) The Strategic Housing Market Area Assessment is due to be considered by the Duty to Co-operate Board on the 22 September 2015. A series of workshops are planned before the Council seeks to formally submit the Objectively Assessed Housing and Employment Need conclusions, into the Local Plan Evidence Base, at its Cabinet Meeting in October 2015. (Q2 2015/16) The Cabinet has accepted the Strategic Housing Market Area Assessment into the evidence base for the Local Plan. This study identified an Objectively Assessed Housing Need of 11,300 for the plan period. Work is ongoing with partner authorities, under the duty to co-operate, to work towards the housing target. A series of Member Workshops are being held in the Autumn on various policy considerations.

					Q3 (2015/16) Member Workshops have been successfully run and well attended by both District and Town/Parish Members. Duty to Co-operate Board and Officer Working Group continuing to work effectively.
4) Agree a Draft Local Plan and undertake the appropriate sustainability appraisal.	Neighbourhoods	30-Jun-15		Under Control	(Q1 2015/16) The sustainability appraisal work has commenced and due to completion in the early Autumn. Cabinet has agreed to the initial CIL Assessment. (Q2 2015/16) Sustainability appraisal work has now been completed. Work on CIL is ongoing. (Q3 2015/16) As per Q1 and Q2.
4) (a) Undertake Phase 1 of a comprehensive Green Belt Review	Neighbourhoods	31-Jul-15		Achieved	New action from Q2: (Q2 2015/16) Phase 1 of the Green Belt Review was reported to the Cabinet in September 2015. Consultation commissioned for Phase II to be completed in January 2016. (Q3 2015/16) Sustainability appraisal work completed and demonstrated the potential for CIL. CIL levels yet to be determined.
5) Undertake the Preferred Options Consultations.	Neighbourhoods	30-Sep-15		Under Control	(Q1 2015/16) Preferred Options Consultation was according to the current LDS programmed to take place in July to September 2016. Extended consultation on the 1st Phase of the Green Belt Review is likely delay this phase of the Local Plan. Preferred Options Consultation now likely to start 10 weeks of consultation in early September 2016. (Q2 2015/16) As per Q1. (Q3 2015/16) As per Q1 & Q2.
6) Submit the Final Local Plan to the Planning Inspectorate for Examination.	Neighbourhoods	30-Nov-15		Under Control	(Q1 2015/16) Final Plan to be submitted to Planning Inspectorate in October 2017 with a potential Examination in Public in early 2018, dependent on Planning Inspector availability, with adoption in September 2018 if found sound. (Q2 2015/16) As per Q1.

				(Q3 2015/16) As per Q1 and Q2.
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(ii) (b) Increase opportunities for sustainable economic development within the District in order to increase local employment opportunities for residents

Action	Lead Directorates	Target Date	Status	Progress
1) Consider the practicalities of revising procurement arrangements to encourage/require contractors to employ local residents for Council contracts.	Resources	31-Dec-15	Under Control	<p>(Q1 2015/16) An updated Procurement Strategy was approved by the Finance Cabinet on 19 March 2015. Revisions to procurement arrangements will be considered when implementing the strategy.</p> <p>(Q2 2015/16) A working party is undertaking a significant updating of Contract Standing Orders. Currently the requirements relating to local businesses are contained in CSO 1.</p> <p>(Q3 2015/16) Revised procurement rules are scheduled to go to the Constitution Working Party in late January.</p>
2) Incorporate the findings of the Economic Development Study into the Local Plan Evidence base with a view to determining future Employment Need.	Neighbourhoods	30-Apr-15	Achieved	<p>(Q1 2015/16) The future employment needs of the District have been assessed as part of the work undertaken to develop the Strategic Housing Market Area Assessment which also addresses employment. Due to be considered by Cabinet in October 2015.</p> <p>(Q2 2015/16) Cabinet adopted the employment needs of the District as part of the SHMAA report considered in October 2015.</p> <p>(Q3 2015/16) As per Q2.</p>
3) After consultation on Preferred Options to allocate Employment land	Neighbourhoods	30-Nov-15	Under Control	<p>(Q1 2015/16) Employment policies and site allocations will be made after consideration as part of the Preferred Options exercise. Scheduled for Autumn 2016. Council to consider Publication Plan in March 2017.</p> <p>(Q2 2015/16) As per Q1.</p>

within the Council's Local Plan.					(Q3 2015/16) As per Q1 and Q2.
4) Develop and implement a new Economic Development Plan for the District, building on the work that has been undertaken with regard to individual Town Centres.	Neighbourhoods	31-May-15		Under Control	<p>(Q1 2015/16) Work is ongoing with respect to the development of the Economic Development Plan. A key decision which will be central to the plan, is the employment requirements identified through the SHMA. The Plan is now anticipated in December 2015.</p> <p>(Q2 2015/16) The employment needs have now been identified, with the Economic Development Plan now anticipated in January 2016.</p> <p>(Q3 2015/16) Economic Development Plan due for completion in March 2016.</p>
5) Continue to support the work of Local Business Partnerships to support the local economy and generate additional local employment opportunities.	Neighbourhoods	(not specified)		Under Control	<p>(Q1 2015/16) Work is ongoing to support Local Business Partnerships through attendance at Town Centre Partnerships, the publication of Business Briefings and organisation of networking events. The work in relation to Superfast Broadband will be of significant benefit to businesses in rural areas.</p> <p>(Q2 2015/16) The Rural Challenge Broadband Scheme has been awarded to Gigaclear whose roll out is due to commence at the beginning of November 2015. This will provide a significant improvement to broadband speed for rural businesses as well as residents.</p> <p>(Q3 2015/16) Work continues with partners to promote economic development in the District. Initial meeting of local Economic Development Board held.</p>
5) (a) To be proactively involved in the delivery of the Essex Superfast Broadband Project	Neighbourhoods	31-Mar-16		On Target	<p>New action from Q2:</p> <p>(Q2 2015/16) Essex Rural Broadband Project is rolling out in November 2015.</p> <p>(Q3 2015/16) First customers for the Gigaclear Rural Challenge rollout are anticipated to be connected to Superfast Broadband by Christmas 2015.</p>

6 Continue with the Council's apprenticeship scheme for the district's young people, providing sustainable employment opportunities.	Resources	30-Sep-15		Achieved	<p>(Q1 2015/16) A new cohort will be recruited during 2015. The council is in discussion with partners to see if it is possible to expand the apprenticeship scheme.</p> <p>(Q2 & Q3 2015/16) A new cohort has now been recruited, with two of the posts being part funded from the Community Fund established by our partnered housing associations.</p>
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(ii) (c) Deliver the Leisure and Cultural Strategy to maximise participation and value for money in the provision of Leisure and Cultural services

Action	Lead Directorates	Target Date	Status	Progress	
1) Complete the extension and major refurbishment of the Epping Forest District Museum, Waltham Abbey and open to the public.	Communities	31-Dec-15		Under Control	<p>(Q1 2015/16) Good progress continues to be made, with an estimated completion date for works in October 2015, to be followed by the 3/4 month fit-out period prior to opening in Jan/Feb 2016.</p> <p>(Q2 2015/16) Good progress continues to be made and officers continue to be impressed with the contractor and architects, as well as the quality of the works. However, due to delays with the installation of the new lift and other unforeseen complications, the contract completion date is now 23.12.15. The Public Opening is now planned for March 2016. Most of the associated costs of the delay can be covered by the contract contingencies, but the associated increase in fees is likely to result in a small overspend on the final out-turn.</p> <p>(Q3 2015/16) Practical Completion was achieved on 22nd December 2015. Snagging works are currently being undertaken. Fitting-out has now commenced and the Museum staff are now in the process of transferring exhibits back to the Museum. The Public Opening is scheduled for 19th March 2016, with a Key Stakeholders Event planned for 17th March 2016.</p>
2) Work in partnership with Waltham Abbey	Communities Neighbourhoods	31-Mar-16		On Target	(Q1 2015/16) Initial discussions continue to be held at officer level between EFDC, WATC, Essex CC and NHS England on potential community/leisure development opportunities for the locality around Hillhouse. Initial costings have been produced by Essex CC's consultants

Town Council to investigate the feasibility of developing a new leisure/community hub at Hillhouse, Waltham Abbey.				<p>(funded by Essex CC) to inform the discussions. The intention is to come forward with a report to Cabinet in the Autumn proposing, and seeking funding for, the joint appointment of consultants to formulate a Masterplan, on which local residents can be consulted, prior to consideration/adoption by the Cabinet.</p> <p>(Q2 2015/16) Good progress continues to be made by EFDC, Essex CC and NHS England on the initial plans for the provision of a proposed leisure/community hub for the area. Essex CC has agreed to fund the appointment of Masterplanning Consultants to formulate a Draft Masterplan for the area on what could be provided, on which a public consultation exercise would be undertaken. Fee submissions from suitably-experienced consultants are currently awaited. A report will be brought forward to Cabinet on the proposals in due course, prior to the proposed Public Consultation Exercise.</p> <p>(Q3 2015/16) JTP Consultants have been appointed to undertake the Masterplanning Exercise, and the required sub-consultants are in the process of being sourced and appointed. Cabinet has agreed that EFDC's contribution for the exercise should be funded from the Local Plan Budget. The Project Group has agreed that a Community Consultation Event should be held as part of the development of the Master Plan.</p>
3) Appoint external specialist support to the competitive dialogue process for the new Leisure Management Contract, to ensure that the Council achieves best consideration.	Neighbourhoods	30-Apr-15	Achieved	<p>(Q1 2015/16) RTP Consultants appointed. Officer Working Groups and Portfolio Holder Advisory Group established. Work is advanced on Initial Business Case to be considered by Portfolio Holder Advisory Group in September and Cabinet in October. The report to Cabinet will be recommending the Contract Strategy to include Contract length, packaging and options for refurbishment and/or new build.</p> <p>(Q2 2015/16) The Cabinet formally accepted the Business Case and Procurement Strategy for the new Leisure Management Contract at their October meeting. The OJEU advert is due to be placed in the last week of October. VEET notice has been issued clarifying the intention to extend the current contract by up to 1 year. Contract Documents being prepared to include the Descriptive Document and Draft Contract for bidders' interested in responding to the pre-qualification questionnaire and engaging with the competitive dialogue process.</p>
3) (a) Business case for procurement and contract packaging	Neighbourhoods	30-Sep-15	Achieved	<p>New action from Q2:</p> <p>(Q2 2015/16) Business Case and Procurement Strategy agreed by Cabinet on the 8 October 2015.</p>

options for the new leisure Management Contract					
4) In accordance with the recommendations of the Leisure and Culture Strategy, jointly pursue the provision of a new Secondary School on the Ongar Campus site	Neighbourhoods	31-May-15		Under Control	<p>(Q1 2015/16) Since formal adoption by Full Council in December 2014, work is ongoing to deliver the key objectives of the Strategy through the Leisure Management Procurement process and Neighbourhood and Communities Business Plans.</p> <p>(Q2 2015/16) The new Ongar Academy successfully opened for the first intake of pupils in September. Currently operating out of temporary accommodation leased to the Academy at the rear of the Leisure Centre. Pre-application discussions have commenced on the new permanent school.</p> <p>(Q3 2015/16) Pre-application discussions on-going. Full Planning Application for new school anticipated in Spring 2016.</p>
5) As part of the competitive dialogue procurement process for the new Leisure Management Contract, take forward the provision of a replacement swimming pool in Waltham Abbey.	Neighbourhoods	31-Mar-16		On Target	<p>(Q1 2015/16) As per ii) (c) 2).</p> <p>(Q2 2015/16) Principle of re-provision on the Hillhouse site endorsed by Members as part of the agreement of the Leisure Management Business Case and Procurement Strategy.</p> <p>(Q3 2015/16) Five contractors have been invited post PQQ to submit proposals for the first stage of competitive dialogue for the new Leisure Management Contract. The ability of contractors to design, build and manage any new Leisure Centre at Hillhouse will be evaluated.</p>

(iii) (a) Making the Council easy to contact in the way our customers want to contact us and where possible meeting their needs on first contact

Action	Lead Directorates	Target Date	Status	Progress
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.	Communities	30-Jun-15	Achieved	<p>(Q1 2015/16) Cabinet has approved the appointment of an additional part-time member of staff, funded by the HRA for an initial 2-year pilot period - and recruitment is underway. Once appointed, the opening hours of the Council Office at the Limes Centre will be increased into weekday afternoons.</p> <p>(Q2 2015/16) There was a very poor response to the recruitment exercise for the additional part-time member of staff (mainly, it is thought, due to the temporary nature of the post during the Pilot period), resulting in the Housing Service being unable to make an appointment. In the meantime, discussions continue on the best way of increasing the range of Council and non-Council services that can be provided from the Council Office.</p> <p>(Q3 2015/16) The Office Opening Hours were extended into weekday afternoons from 4th January 2016.</p>
2) Introduce web-based and smartphone applications to enable Council tenants to report repairs on-line.	Communities	31-May-15	Under Control	<p>(Q1 2015/16) A new smartphone App has been produced and is now available for Council tenants to use to easily report repairs, using a "diagnostic tool" - as part of the Communities Directorate's approach to encourage channel shift. This was also identified and agreed as one of the "Key Deliverables" for the Repairs Management Contract with Mears. Work is also progressing on the development of a similar web-based facility for tenants to report repairs as well.</p> <p>(Q2 2015/16) As Q1.</p> <p>(Q3 2015/16) As Q2.</p>
3) Establish a multi-disciplinary officer group to undertake	Management Board	31-Mar-16	On Target	<p>(Q1 2015/16) The scope of the project has been agreed by Management Board and the multi-disciplinary officer group will hold its initial meeting in September.</p>

a review and report on proposals for improving customer contact with the Council.					<p>(Q2 2015/16) The review is progressing and updates have been provided to Management Board and to Joint Cabinet / Management Board. The Leadership Team has been consulted and an update provided to employees at an All Staff Briefing.</p> <p>(Q3 2015/16) A report will be considered at Joint Cabinet / Management Board on 27 January 2016.</p>
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(iii) (b) Use technology to make the Council work more effectively and provide enhanced services to the customers and make services and information more accessible

Action	Lead Directorates	Target Date		Status	Progress
1) Introduce more flexible methods for customers to pay for Council services.	Resources	31-Dec-15		Under Control	<p>(Q1 2015/16) This work is ongoing and the most recent example is the support given to the Neighbourhoods Directorate to facilitate the payment of parking charges by debit and credit cards.</p> <p>(Q2 & Q3 2015/16) The work in this area continues and will be combined with the work streams on customer contact and transformation.</p>
2) Introduce an on-line facility for customers to easily view and research objects held by the Epping Forest District Museum.	Communities	31-Mar-16		On Target	<p>(Q1 2015/16) Work is progressing well.</p> <p>(Q2 2015/16) The focus of the Museum Heritage and Culture Team is on fitting-out and preparing the Epping Forest Museum for public opening in March 2016. However, in the background, work continues to progress on the plans to introduce an on-line facility.</p> <p>(Q3 2015/16) As Q2.</p>
3) Scan old Development Control & Building Control files and	Governance	31-Mar-16		On Target	<p>(Q1 2015/16) Microfiche scanning project using supervised apprentice staff is well underway. Historic planning application information continues to be scanned so that more information is available to the public and businesses on the Website. Selected Building Control documents are being scanned to enable remote working. In both cases, quality checking is taking place</p>

microfiche and increase the number of planning records available on the Council's website.					<p>before secure destruction of hard documents.</p> <p>(Q2 2015/16) Scanning is continuing and checks are being made to ensure quality is maintained. However this is a considerable task and is essential to support flexible working.</p> <p>(Q3 2015/16) Scanning continues. The team has been resourced to continue the work which includes supporting the trial of remote working using appropriate portable devices. Monthly meetings scheduled between relevant Portfolio Holders and Governance and ICT officers.</p>
4) Investigate and, if possible, implement the returns of Local Land Charges Searches by email.	Governance	31-Mar-16		On Target	<p>(Q1 2015/16) Electronic solutions to viewing LLC Register on public access computers, emailing searches to solicitors and receiving email searches with card payments are largely dependent on ICT input – although this is ongoing and LLC are liaising with ICT, this is progressing slowly and proving difficult to solve.</p> <p>(Q2 2015/16) Discussion with the respective Portfolio Holders has taken place with a view to resolving this outstanding issue.</p> <p>(Q3 2015/16) A meeting involving Northgate and EFDC ICT staff has taken place and they are working together to resolve issues. Monthly meetings scheduled between relevant Portfolio Holders and Governance and ICT officers.</p>
5) Update the Contracts Register so that the contract documentation can be accessed and viewed by using an icon on the register. This will apply to new contracts at first.	Governance	30-Apr-16		Achieved	<p>(Q1 2015/16) Funding of £40,000 has been secured to progress electronic records within Legal Services. Liaising with ICT, Information@Work Aspect has been identified as a possible solution for electronic records management – a scanning machine has been obtained and dedicated staff employed from 10 August 2015 to start scanning Legal Records beginning with the Contracts Register.</p> <p>(Q2 2015/16) The dedicated staff resource has started this process and considerable progress has been made.</p> <p>(Q3 2015/16) The more recent contracts have now been scanned and contracts will continue to be scanned as they come in.</p>
6) Identify, during audits, any manual documentation or process that can be	Governance	31-Mar-16		On Target	<p>(Q1 2015/16) Internal Audit continues to identify efficiencies during their audit work. Recently Internal Audit has been working with IT on a new gifts and hospitality form, and looking at the sickness absence form as part of the Personal Data Working Group.</p>

<p>improved by conversion to electronic form.</p>					<p>(Q2 2015/16) Amendments have been made to electronic documentation relating to sickness absence and the Monthly Certificate of Service. The Personal Data Working Group continue to explore EFDC wide resolutions using electronic processes.</p> <p>(Q3 2015/16) Ongoing. Continuing to advise officers on project and working party groups as to good practice.</p>
<p>7) Continue the implementation of the Council's ICT Strategy, with the completion of key projects</p>	<p>Resources</p>	<p>31-Mar-16</p>		<p>On Target</p>	<p>(Q1 2015/16) The implementation of the ICT Strategy is continuing. Many different options have been evaluated for mobile working and solutions are in place in several areas of the Council.</p> <p>(Q2 2015/16) Work continues on the various projects within the overall strategy. An update report and request for capital funding in 2016/17 has been drafted for Cabinet in October.</p> <p>(Q3 2015/16) In October Cabinet noted the update on key projects and approved the proposed bid for funding for 2016/17 to facilitate the implementation of the ICT Strategy.</p>
<p>8) Complete a review of accommodation and make recommendations on utilisation of space and flexible methods of working.</p>	<p>Management Board</p>	<p>30-Sep-15</p>		<p>Under Control</p>	<p>(Q1 2015/16) Visit to Leadership Team by Colchester's Director of Operations to explain how flexible working has progressed there. Subsequent workshop with leadership team to identify how each directorate at Epping might approach this. Job description for transformation director role drafted and recruitment process started.</p> <p>Q2 (2015/16) Head of Transformation recruited. David Bailey will join the Council in November. Customer contact project has commenced to review contact centres and recommend the best methods of engaging / transacting with our customers.</p> <p>Q3 (2015/16) Head of Transformation in place and conducting research around potential workstreams and projects. Project Initiation Document discussed at Management Board. Cabinet decision to agree scope of Transformation Project. Customer Contact project has progressed well. Report anticipated, expected in Q4.</p>

(iii) (c) Understanding the effects of an ageing population within the district and working with partners to provide for these needs

Action	Lead Directorate	Target Date	Status	Progress
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	Communities	31-Mar-16	On Target	<p>(Q1 2015/16) The final scope of the study, which will be led by the Asst. Director (Community Services and Safety) has almost been finalised. A multi-directorate officer project team has been formed to oversee and progress the project, which has already met a few times. The Council's National Graduate Trainee will be seconded to work on the project, under the supervision of the Lead AD, for 6 months from September 2015.</p> <p>(Q2 2015/16) The Council's National Graduate Trainee has just been seconded to the Communities Directorate (from October 2015), under the supervision of the Asst. Director (Community Services and Safety) and is undertaking preparatory work and interviews for the project.</p> <p>(Q3 2015/16) The project is nearing completion, and has included research, resident consultation and officer consultation across the Council's Directorates. It is envisaged that the outcome of the study will be reported to members during Q4.</p>
2) Review the provision and delivery of community and cultural services to older people	Communities	31-Mar-16	On Target	<p>(Q1 2015/16) This is being reviewed as part of the wider Ageing Population Project, with the current provision and delivery under initial review.</p> <p>(Q2 2015/16) As Q1.</p> <p>(Q3 2015/16) As Q2.</p>
3) Undertake a review of the Council's sheltered and designated accommodation for older people	Communities	31-Mar-16	On Target	<p>(Q1 2015/16) Two separate workstreams have been identified and established, each being managed through officer project teams. Workstream 1 is considering the streamlining and modernisation of the Scheme Management Service and is being led by the Asst. Director (Housing Operations) - with a view to an outcome report being considered in detail by the Housing Select Committee in November 2015, with resultant recommendations being made to Cabinet. Workstream 2 is considering the longer-term rationalisation and improvement of existing sheltered/grouped housing scheme sites and is being led by the Director of Communities - with a view to a proposed strategy being produced and presented to the</p>

				<p>Housing Select Committee in 2016 for initial consideration.</p> <p>(Q2 2015/16) WORKSTREAM 1 - In view of the lack of demand from older people, and the continuing high need/demand for general needs accommodation, it is planned to report to the Housing Portfolio Holder in October 2015 on a proposal to "de-designate" all remaining flats on housing estates that are currently designated for occupation by older people and for future vacancies in such properties to be let to general needs housing applicants. The wider options and proposals for streamlining and modernisation the Scheme Management Service is taking longer to plan. It is currently planned to report to a meeting of the Housing Select Committee on the issues, options and plans in the early part of 2016. WORKSTREAM 2 - The Officer Project Team has met on a number of occasions. A formal assessment of demand/'lettability' of each sheltered housing scheme, based on data and experience, is currently being undertaken. The need for options appraisals for each sheltered housing scheme has been identified, with a number of factors also identified to be taken into account when considering the future of each of each site. The current thinking of the Project Team is to develop a strategy with two key phases: Phase 1 – comprising detailed consideration for the potential redevelopment of identified sites (likely to be 2 or 3 sites); Phase 2 – Keeping under periodic review the 'lettability' and demand for other identified schemes, compared to the demand for general needs housing in those areas. The Project Team is also formulating an "EFDC Sheltered Housing Accommodation Standard" for all the sheltered housing schemes that would be retained under the eventual strategy.</p> <p>(Q3 2015/16) In October 2015, the Housing Portfolio Holder agreed to "de-designate" all remaining flats on housing estates that are currently designated for occupation by older people and for future vacancies in such properties to be let to general needs housing applicants. The wider options and proposals for streamlining and modernising the Scheme Management Service are under consideration, but it has been identified that the project is more complex than originally anticipated. The Officer Project Team for Workstream 2 has continued to meet and the direction of the Project is the same as reported at Q2. A formal assessment of demand/'lettability' of each sheltered housing scheme has now been completed and an "EFDC Sheltered Housing Accommodation Standard" for all the sheltered housing schemes has now been formulated.</p>
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