

**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.**

Key Objective (i)(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.

Action	Lead Directorates	Target Date	Status	Progress
1) Deliver identified savings	Management Board	31-Mar-17	Achieved	<p>Q1 (2016/17) Printer Migration Project is being implemented. Transformation work-stream is reviewing further opportunities. Reports due in the autumn.</p> <p>Q2 (2016/17) Transformation savings of £107,260 of which £70,960 are General Fund and £36,300 HRA.</p> <p>Q3 (2016/17) Transformation savings of £107,260 of which £70,960 are General Fund and £36,300 HRA.</p> <p>Q4 (2016/17) Transformation savings of £107,260 of which £70,960 are General Fund and £36,300 HRA.</p>
2) Progress preparations for delivering savings for 2016/17	Management Board	31-Mar-17	Achieved	<p>Q1 (2016/17) Not yet due - will be progressed as part of the 2017/18 budget process.</p> <p>Q2 (2016/17) Not yet due - will be progressed as part of the 2017/18 budget process.</p> <p>Q3 (2016/17) Not yet due - will be progressed as part of the 2017/18 budget process.</p> <p>Q4 (2016/17) Budget approved by Council and medium term budget targets were achieved despite greater than anticipated reduction in New Homes Bonus.</p>
3) Develop additional business cases	Management Board	30-Sep-16	Achieved	<p>Q1 (2016/17) Printer Migration Project is being implemented. Transformation work-stream is reviewing further opportunities. Reports due in the autumn.</p>

				<p>Q2 (2016/17) Savings identified for 2016/17 total £107,260, of which £70,960 are general fund and £36,300 are HRA. Savings identified for 2017/18 total £40,500, of which £34,800 are general fund and £5,700 are HRA. Further savings ideas to be considered by the Cabinet for 2017/18 are estimated to range from £480,900 to £533,200. Of this £451,300 to £502,800 are general fund and £29,600 to £30,400 are HRA.</p> <p>Q3 (2016/17) Savings identified for 2016/17 total £107,260, of which £70,960 are general fund and £36,300 are HRA. Savings identified for 2017/18 total £40,500, of which £34,800 are general fund and £5,700 are HRA. Further savings ideas to be considered by the Cabinet for 2017/18 are estimated to range from £480,900 to £533,200. Of this £451,300 to £502,800 are general fund and £29,600 to £30,400 are HRA.</p> <p>Q4 (2016/17) Cabinet approved the transformation business case for the accommodation review. Detailed business case in preparation.</p>
4) Presentation of the Financial Issues Paper and MTFS update	Resources	31-Jul-16	Achieved	<p>Q1 (2016/17) The Financial Issues Paper will be presented to the Finance &amp; Performance Management Cabinet Committee on 14 July.</p> <p>Q2 (2016/17) The Financial Issues Paper was presented to the Finance and Performance Management Cabinet Committee on 14 July and the recommendations have now been agreed by Cabinet.</p> <p>Q4 (2016/17) as per Q3</p> <p>Q4 (2016/17) as per Q2 &amp; Q3</p>

Key Objective (i)(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.

Action	Lead Directorates	Target Date	Status	Progress
8) Explore the possible expansion of the insurance service provided to Uttlesford. District Council.	Resources	30-Sep-16	Achieved	(Q1 2016/17) - The possibility of expanding the insurance service has been explored with both Uttlesford and other Essex districts but unfortunately all those contacted are not interested in changing their arrangements at this time.  (Q2 & Q3 & Q4 2016/17) – As per Q1.
9) Implement an integrated HR/Payroll IT system jointly with at least one other authority.	Resources	31-Mar-17	Achieved	(Q1 2016/17) - Implementation underway with Braintree & Colchester councils, with these sites going live first. The target for Epping to go live with the new system is December 2016.  (Q2 2016/17) – The implementation is proceeding in line with the timetable and the system is still expected to go live in December 2016.  (Q3 2016/17) Payroll for December produced successfully on the new system. Work continues to fully implement the system and make features like self-service available.  (Q4 2016/17) System in place and producing monthly payroll. Lead roles on implementing other modules agreed with partner authorities and work progressing.
10) Evaluate possibility of shared service as part of Debt Working Party.	Resources	30-Sep-16	Behind Schedule	(Q1 2016/17) - The Working Party continues to meet and reports back to Management Board on potential improvements and alterations to the processes of debt recovery.  (Q2 & Q3 & Q4 2016/17) – As per Q1.
11) Provide HR/payroll services to at least one other authority	Resources	31-Mar-17	Behind Schedule	(Q1 2016/17) - The primary focus is currently the implementation of the new system - see item 9 above.

				<p>(Q2 &amp; Q3 2016/17) – As per Q1 – the system needs to be in place before we can offer it to others.</p> <p>(Q4 2016/17) – System now in place and this ambition can be carried forward to 2017/18.</p>
12) Evaluate possibility of shared service as part of Scanning Working Party	Resources	30-Sep-16	Behind Schedule	<p>(Q1 2016/17) - The Working Party has been established with a project charter and meetings have taken place as part of the discovery phase.</p> <p>(Q2 2016/17) – The discovery phase is continuing and changes have already been made to make several processes more efficient.</p> <p>(Q3 2016/17) As for Q2 above, although progress has been slower than had been anticipated.</p> <p>(Q4 2016/17) Project Initiation Document drafted for discussion at the Transformation Programme Board on 5 April. This will determine the future direction of the project.</p>
13) Identify additional Council services that may benefit from a shared provision with other organisations	Management Board	31-Mar-17	Achieved	<p>(Q1 2016/17) Good progress made with audit. Opportunities being discussed with West Essex Chief Executives.</p> <p>(Q2 2016/17) - Good progress made with audit. Opportunities being discussed with West Essex Chief Executives.</p> <p>(Q3 2016/17) - Workshop on joint working with Essex County Council scheduled for Leadership Team in February 2017.</p> <p>(Q4 2016/17) - Audit shared service fully implemented. Plans well advanced for a Museum Development Trust with potential to provide services to other councils.</p>

**Aim (ii) To ensure that the Council has a sound and approved Local Plan and commences its subsequent delivery**

Key Objective (ii)(b) To 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) Continue with the Council's apprenticeship scheme for the district's young people, providing sustainable employment opportunities.	Resources	30-Sep-16	Achieved	<p>(Q1 2016/17) The cohort recruited in 2015 continues to make good progress with their apprenticeships. A full intake will occur again in 2017. For 2016 the focus is on the recruitment of a new graduate trainee.</p> <p>(Q2 2016/17) Despite several attempts we were unable to recruit a new graduate trainee. The current apprentices continue to make good progress and preparations are underway to expand the programme to meet the requirements of the Apprenticeship Levy from April 2017.</p> <p>(Q3 2016/17) - All but one of the current apprentices have now found jobs. Plans now in place to meet the requirements of the Apprenticeship Levy and to manage the larger intake of apprentices in 2017/18.</p> <p>(Q4 2016/17) All of the apprentices have now found jobs. Work progressing well for larger intake of apprentices in 2017/18 and to ensure compliance with the requirements of the Apprenticeship Levy.</p>

**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.**

Key Objective (iii)(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.

Action	Lead Directorates	Target Date	Status	Progress
4) Continue the implementation of the Council's ICT Strategy, with the completion of the following key projects	Resources	31-Mar-17	Achieved	<p>(Q1 2016/17) Implementation continues and is on target. An update report was presented to the Resources Select Committee in April.</p> <p>(Q2 2016/17) Good progress continues to be made and the capital bid for 2017/18 will be presented to Cabinet on 12 October.</p> <p>(Q3 2016/17) Cabinet approved the capital bid for 2017/18 which will now be subject to approval as part of the budget process. Implementation of projects is in line with targets.</p> <p>(Q4 2016/17) All key projects scheduled for 2016/17 have been implemented. Work now underway to update the Strategy for 2018 to 2023.</p>
5) Free up computer suite 1 for re-use as office accommodation.	Resources	31-Mar-17	Achieved	<p>(Q1 2016/17) On hold pending the accommodation review and is awaiting works to fully decommission.</p> <p>(Q2 &amp; Q3 &amp; Q4 2016/17) The computer suite is free for alternative users but will not be allocated or refurbished until the accommodation review has been completed.</p>