

**Aim 1. 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**

**Objective 1.a. To ensure that the Council's Medium Term Financial Strategy (MTFS) 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 Directorate	Target Date	.	Status	Progress notes
1. Implement the Council's future options review for the HRA Financial Plan, in light of Government requirements to reduce Council house rents by 1% p/a for 4 years and to sell 'higher value' empty Council properties.	Communities	31-Mar-2018	✓	Achieved	Q1 – Completed. The Council Housebuilding Programme has re-commenced; Cabinet has agreed the purchase of completed affordable homes from the purchaser of the Pyles Lane Nursery development; and the Housing Maintenance Programme has been re-configured to reduce the amount of improvements to the Council's housing stock in accordance with the decision to revert to the Decent Homes Standard from the Modern Home Standard
2. Prepare for the implementation of the sale of 'higher value' empty Council properties, to pay the Government's annual levy and meet the requirements of the Housing and Planning Act 2016	Communities	31-Mar-2018	●	Pending	Q4 - It is still not yet known if the Government will introduce this proposal. The latest information received is that no levy will be made for 2018/19.
					Q3 - It is still not yet known if the Government will introduce this proposal. The latest information received is that no levy will be made for 2018/19.
					Q2 – Not yet required – Government decision on the proposal is likely to be made 'as soon as possible' but may be delayed but the publication of housing green paper.
					Q1 – Not yet required –Government decision on the future of this proposed policy is awaited

**Objective 1.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:**

- The Epping Forest Shopping Park, Loughton
- Council Housebuilding Programme
- St John's Redevelopment Scheme, Epping
- North Weald Airfield

Action	Lead Directorate	Target Date	.	Status	Progress notes
1. Deliver Phase 1 of the Council Housebuilding Programme, to	Communities	06-Oct-2017	✓	Achieved	Q2 - Phase 1 of the Council Housebuilding Programme has been complete.
					Q2 - Good progress continues to be made, with all development sites making up

provide 23 new affordable rented homes					<p>Phase 1 due to be completed by the end of October 2017.</p> <p>Following the CHBCC appointment of P A Finlay in September 2016, as the preferred developer to complete Phase 1 of the Council house-building programme, works have progressed well, with some of the homes now handed over and occupied, as follows:</p> <p>Site 4 - 2 x 3-bed houses handed over and occupied 04/04/17</p> <p>Red Cross site - 4 x 3-bed houses handed over and occupied 06/06/17</p> <p>Site 7 - 6 x 2-bed houses handed over and occupied 17/07/17</p> <p>Harveyfields - 9 flats due to be handed over by early September 2017</p> <p>Red Cross Duplex homes - 2 1-bed duplex homes due to be handed over by end of September 2017.</p> <p>Official opening ceremony being planned for 6th October 2017 by the Housing Portfolio Holder, Chairman of Council and John Scott, former Chief Officer.</p> <p>Q1 - Good progress being made. A number of homes have been handed over in phases. Completion due in September 2017. An Official Opening centred on John Scott Court is planned for October 2017</p>
2. Progress Phases 2 and 3 of the Council Housebuilding Programme, to provide 85 new affordable rented homes	Communities	31-Mar-2018		Under Control	<p>Q4 – Phase 2 continues to progress well. 5 properties have been completed under Phase 3 at Bluemans End, North Weald and London Road, Stapleford Abbots. Further completions are planned for Stewards Green Road, Springfield and Centre Avenue in Epping and at Parkfields, Coopersale in June 2018.</p> <p>Q3 - Phases 2 and 3 continue to progress well.</p> <p>Q2 - Good progress continues to be made across all Phase 2 and 3 sites with the exception of Queens Road, North Weald where delays have been experienced due to electrical mains and sub-station diversions. The Queens Road site has been delayed by around 9-months will start on site around December 2017 and completion 18-months later.</p> <p>Q1 – Good progress being made with Phase 2 (Burton Rd, Loughton). The sites under Phase 3 have commenced</p>
3. Procure Phases 4, 5 and 6 of the Council Housebuilding Programme, to provide new affordable rented homes	Communities	31-Mar-2018		Under Control	<p>Q4 – Following East Thames ending the Development Agency Contract with EFDC, the Council Housebuilding Cabinet Committee has agreed that future developments (from Phase 4 onwards) should be managed in-house, using internal staffing resources, supplemented by specialist design consultancies appointed directly by the Council. The Cabinet Committee has since appointed ECD Architects Ltd as the</p>

					<p>Council's Architects and Multi-disciplinary Design Team, and Airey Millar Ltd as the Council's Employers Agents.</p> <p>The Cabinet Committee has also appointed Neilcott Construction Ltd, Roof Ltd, TSG Building Services Ltd and Indecon Building Ltd as framework contractors, from whom second-stage tenders will be sought to construct future homes under the Programme</p> <p>Q3 - Procurement of Phases 4-6 has been delayed due to East Thames' decision not to extend their Development Agent contract with EFDC. A proposed approach to this procurement will be considered by the Council Housebuilding Cabinet Committee in January 2018.</p> <p>Q2 - With East Thames serving notice to end their Development Agent role with the Council, alternative procurement and delivery approach needs to be considered. There is a 6-month exit management plan in place with a subsequent 6-month OJEU procurement exercise needed to put in place alternative arrangements. The risks to 1-4-1 receipts is being evaluated as part of the HRA financial review.</p> <p>Q1 – Discussions are being held with the Council's Development Agent, East Thames, on the options for procuring consultants and appointing their consultants.</p>
4. Purchase 8 affordable rented properties from the private developer of the development at Barnfield, Roydon, as part of the Council's Housebuilding Programme	Communities	31-Mar-2018		Achieved	<p>Q4 - Achieved</p> <p>Q3 - Due to some on-site delays, the properties were due to be handed over, slightly delayed, in January 2018. However, it has now been established by the private developer that a power cable needs to be diverted; a revised hand-over date has not been provided. The "long stop" date for hand-over is June 2018, but it is anticipated that handover will take place before then.</p> <p>Q2 - These homes are progressing well, with hand-over due by December 2018.</p> <p>Q1 – Good progress being made. The homes are due to be handed over by the private developer in Autumn 2017.</p>
5. Establish a pilot for modular accommodation to meet the housing needs of six single homeless residents	Communities	31-Mar-2018		Under Control	<p>Q4 – Planning permission (temporary for 10 years) has been granted and the Council's consultants are procuring a contractor through competitive tender. Completion is anticipated for November 2018.</p> <p>Q3 - Following discussions with planning officers, a revised location for the modular accommodation at Norway House has been identified. The planning application will be submitted imminently.</p> <p>Q2 - ECD Architects have been appointed and are making good progress. Pre-app discussions have taken place and a planning application is pending.</p> <p>Q1 – A Brief has been formulated for the appointment of Employers Agent – and tenders have been received. Once appointed, the successful EA will specify and</p>

					procure the works, and the Council's nominated supplier will provide the units.
6. Relocate the Housing Repairs Service from the Epping Depot to the Oakwood Hill Depot, Loughton	Communities	31-Mar-2018		Behind Schedule	Q4 – The second site assessment has been undertaken and the submission of a planning application for the required parking is imminent. The proposed consultants to project manage the works have submitted a fee quotation, that is currently under consideration.
					Q3 - The project has been delayed due to the calling-in of the Cabinet decision. Following discussion with the members who called-in the decision, a parking survey will be undertaken to ascertain the need for additional car parking, One site assessment was undertaken before Christmas and a second site assessment will be undertaken in January 2018. The results will then be considered by Management Board, to determine the number of additional parking spaces for which planning permission should be sought.
					Q2 - The Cabinet decision to relocate the Repairs Service was the subject of a call-in over the delivery of off-site staff parking. This has resulted in a detailed options appraisal of all potential alternative parking. Surveys have been commissioned to support any potential future planning application.
					Q1 – The Project Team has identified 5 options for co-locating the Housing Repairs Service with Grounds Maintenance and Fleet Operations. A solution for the problem of staff parking is being formulated. A Consultant QS is currently costing the options. A report on the proposed approach will be submitted to Cabinet shortly. PwC, the Council's Accommodation Consultants, are liaising with the Project Team Chair over linkages with the Council's Accommodation Strategy
8. Subject to the agreement of Cabinet, enter into a Development Agreement with the purchaser of the nursery site at Pyrles Lane, Loughton, for the Council to purchase the affordable rented homes provided on the site, as part of the Council's Housebuilding Programme	Communities	31-Mar-2018		Under Control	Q4 – The Housing Service has provided all of the required information on the affordable housing requirements, including purchase prices and design requirements, for the Estates and Valuation Team to market the site.
					Content on the affordable housing requirements has been provided to Chief Estates Officer. The next stage is for the Chief Estates Officer to market the sale of the land.
					Cabinet has agreed to the land sale being on the basis of the Council purchasing completed affordable rented homes from the successful purchaser at prices pre-stated in the land marketing information
					A consultant has been appointed to advise on the purchase prices to be stated, based on the same approach as a housing association. The next stage is for the site to be marketed, which is planned for February 2018.
					Q3 - A consultant has been appointed to provide purchase prices for each type of affordable property, for inclusion in the Marketing information.
Q2 - as per Q1.					

					Q1 – In July, Cabinet has agreed the purchase of completed affordable homes from the purchaser of the Pyrles Lane Nursery development. The detailed arrangements will be set out in the Marketing Brief to consultants at the appropriate time.
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**Objective 1.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 Directorate	Target Date	.	Status	Progress notes
1. Enter into a further long-term shared service agreement to manage Lowewood Museum on behalf of Broxbourne Borough Council, to generate income	Communities	30-Jun-2017	✓	Achieved	Q3 - Complete
					Q2 – A revised, 5 year SLA for Lowewood Museum has been produced and has now been signed by both Councils
					Q1 – The revised SLA has been produced and approved by EFDC's Leisure and Community Services Portfolio Holder. However, delays are being experienced with Broxbourne BC signing the agreement, which is being pursued
					Q1. SLA with Broxbourne BC currently being scrutinized by BBC O&S committee, as part of financial efficiency plan. Cabinet decision to be made on 11th July.
2. Subject to the successful receipt of National Portfolio Organisation (NPO) status from Arts Council England, evaluate the potential for partnership working with Chelmsford Borough Council for museum and cultural services	Communities	31-Mar-2018	✓	Achieved	Q4 - A formal working partnership has been in place with Chelmsford City Council since October 2016, as part of the Arts Council England funded Resilience project, which the partnership (EFDC/BBC & CCC) was successful in securing £272,000 for. The project enabled work to be developed across all three areas in; commercialisation, engagement of new audiences and establishment of two Trusts (EFDC/&BBC and CCC) to operate in parallel to the management of the museums & cultural services. The Trusts are currently awaiting Charitable status, but when in place, will enable the councils to seek and secure funding which is not accessible by local authorities. Funding could be for anything from exhibitions to building development works/refurbishments/storage etc ,therefore potentially saving on Councils budgets. The Resilience project is due to finish on March 31st 2018, but a Memorandum of Understanding is currently being drafted to enable the further partnership working between EFDC and CCC.
					Q3 - As Q2
					Q2 – Work continues to take place with Chelmsford City Council following actions contained within the NPO plan and smaller funding bids are being developed to deliver on the work, where necessary.
					Q1 - Unfortunately the No Borders partnership application to Arts Council England was not successful, due to the number of applications that were received and the 'balance process' applied to assessing bids. Our bid was recommended by ACE Eastern Region, for national evaluation, which assesses each application on

					geographical spread of investment; diversity in the organisation and specialisation. As our services are in an area of already high ACE investment and the organisation is not 'diversity-led we were unsuccessful this time. However, we have been advised that our bid was very strong and that we can access alternative 'project' funding to deliver some of the proposed business plan. We have a firm commitment with Chelmsford Council to work together on this, going forward
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## Aim 2. To ensure that the Council has a sound and approved Local Plan and commences its subsequent delivery

### Objective 2.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

Action	Lead Directorate	Target Date	.	Status	Progress notes
1. Facilitate and ensure that accommodation provided to nursery workers is fit for purpose, through implementation of the Nursery Workers Accommodation Action Plan	Communities	31-Mar-2018		Under Control	Q4 - Follow up inspections commenced Q3, Lea Valley growers have decided to drop application for special consideration under Local Plan, Action plan being reviewed.
					Q3 - As Q2
					Q2 – Follow up inspections commenced Q3, Lea Valley growers have decided to drop application for special consideration under Local Plan, Action plan being reviewed.
					Q1 – The Council's Nursery Worker Task Force continues to meet to progress the Action Plan. The Lea Valley growers have agreed, in principle, to work with the Council to implement their trade body's recently published accommodation standards for nursery workers – which is a positive (but early) step forward in improving the housing conditions for workers.
					Q1 - Results of the Regulation 18 Consultation reported to Cabinet. Key issues identified to include an analysis of Settlement Level. Local Development Scheme to be updated in October 2017.
3. Update the Council's Housing Strategy, following production of the Draft Local Plan 'Preferred Options Approach'	Communities	31-Dec-2017		Achieved	Q2 - The Housing Strategy has now been agreed by the Cabinet at its meeting in October 2017.
					Q1 - A Draft Housing Strategy has been produced, on which consultation with the Communities Select Committee has been undertaken. It was intended to submit the Housing Strategy to Cabinet in July 2017 for adoption. However, due to the good progress being made with the Local Plan, which is a dynamic process, the inter-relationship with the Local Plan process in the Housing Strategy is being reviewed. A revised Housing Strategy will be submitted to the Cabinet for consideration in Autumn 2017.

**Objective 2.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**

Action	Lead Directorate	Target Date	.	Status	Progress notes
1. Subject to the receipt of funding from Arts Council England, establish a Museum Development Trust to increase income for museum services	Communities	31-Mar-2018	✓	Achieved	Q3 - The Trust has been established, and is meeting to identify potential funding opportunities.
					Q2 - Seven trustees have now been appointed to the Culture without Borders Development trust, including a Chair. Further promotion and recruitment for up to 4 more (max) trustees is planned for November '17.
					Q1 – Very good progress is being made with this exciting initiative. The Memorandum and Articles of Association for the new limited company and charity have been approved by the Leisure and Community Services Portfolio Holder, following a briefing held for senior EFDC and BBC officers and members. The first round of interviews was held for trustees in June and five have been appointed, in addition to the respective Portfolio Holders from each Council.
4. Establish 3 multi-agency groups to contribute to the health, well-being and safety priorities of our residents, to improve quality of life	Communities	31-Mar-2018	✓	Achieved	Q2 - The three thematic groups established to lead on improvement of Health & Wellbeing in the District are now meeting regularly. In addition, an Epping Forest District Health and Wellbeing Strategy has been drafted, to direct the implementation of initiatives to improve health through these groups.
					Q1 - All three Health and wellbeing focus groups have been established and initial meetings have been held. This includes Start Well (0-19's), Age Well (20's – 60's) and Stay Well (60+).

**Aim 3. 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**

**Objective 3.b. To utilize 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 Directorate	Target Date	.	Status	Progress notes
5. Deliver initiatives from the Environmental Charter, using modern technology to provide enhanced services to customers	Communities	31-Mar-2018	✓	Achieved	Q4 - Work of Green Party ongoing.
					Q3 - Green Apple Award: EFDC received the Bronze Award for Energy Efficiency in Local Authorities. This was due to our energy saving over the last 3 to 4 years.
					Q2 Progress report from Corporate Green Working Party delivered on 19th September to Neighbourhoods Select Committee, a number of on-line forms for residents are in test mode, with the intention to use them as soon as the test phase

					is completed. This will not only reduce paper usage but also provide a better service to residents.
					Q1 – No progress has been able to be made on this initiative, pending the arrival of the new Assistant Director (Private Housing and Communities Support) in August 2017.

**Objective 3.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**

Action	Lead Directorate	Target Date	.	Status	Progress notes
1. Implement the Action Plan for the future delivery of services to older people, following the Ageing Population Needs Assessment	Communities	31-Mar-2018		Under Control	Q4 - This action is on target and is ongoing. As previously recorded, work is being undertaken to improve the health & wellbeing of older people, with expansion of the Forever Active programme and introduction of new sessions for the inactive.
					Q3 - As Q2
					Q2 - Work to deliver the recommendations identified in the Impact of An Ageing Population Action Plan are ongoing and many of these are being delivered through the Health and Wellbeing 'Stay Well' thematic Group (see 2c. 4)
					Q1 – Good progress continues to be made with implementing the Action Plan, in partnership with other agencies And monthly meetings are being held with colleagues from ECC and West Essex CCG.
2. Review the approach to the delivery of housing support for residents at the Council's sheltered housing schemes	Communities	31-Mar-2018		Under Control	Q4 – Initial meetings to scope the project have been held
					Q3 - The Careline Monitoring Service was successfully outsourced in November 2017. Work will now commence on reviewing the delivery of the Council's sheltered housing service, once the new arrangements for Careline bed-down
					Q2 – As Q1 Careline due for handover 20 November 2017
					Q1 – As the outsourcing of the Council's Careline is close to reaching its conclusion, there is a need to bed down the new call monitoring arrangements and also to consider the longer term staffing arrangements for the Older People's Housing Services – both of which are linked to the proposed wider review of the future sheltered housing service. This is a major project that will therefore not be completed by March 2018. The revised completion date is Sept 2018
3. Review, modernise and rationalise the sheltered housing to better meet the needs of residents	Communities	31-Mar-2018		Under Control	Q4 – The Communities Select Committee's on the initial scoping of the project have been agreed by the Cabinet. The following was agreed:
					<ul style="list-style-type: none"> <li>• Further consideration to be given to reducing amount of EFDC's low-demand sheltered housing and developing the resultant vacant land and buildings</li> </ul>

					<ul style="list-style-type: none"> <li>• The adoption of a new Sheltered Housing Standard</li> <li>• A further report be brought to a future meeting of the Communities Select Committee with: Recommendations about which sheltered housing schemes should be decommissioned/redeveloped; an initial proposed approach to decanting the existing residents; a Communication Strategy; initial redevelopment proposals for each of the identified sites; indicative budget costs; and an Equalities Analysis;</li> <li>• An assessment criteria for the selection of sites for redevelopment</li> </ul>
					Cabinet approved a Scoping Report for the project in February 2018
					Q3 - An initial report on the need to review and rationalise the Council's sheltered housing assets is being submitted to the Communities Select Committee in January 2018.
					Q2 – In absence of Director of Communities no further progress has been possible on this action.
					Q1 - The officer project team has formulated some initial thoughts, which will be discussed with the Communities Select Committee in the first instance in Autumn 2017
4. Deliver the Council's Careline Monitoring Service through an outsourced arrangement with a third party provider, following a competitive procurement exercise	Communities	28-Feb-2018		Achieved	<p>Q3 - The Careline Monitoring Service was successfully outsourced in November 2017.</p> <p>Q2 - The Housing Portfolio Holder agreed the appointment of Tunstall Health (UK) limited as the provider of the alarm monitoring service. Contracts have been signed and the service will be transferred on 20 November 2017.</p> <p>Q1 – Following a competitive procurement process, based on price and quality, using an existing Framework Agreement, a recommendation on a preferred contractor has been made to the Housing Portfolio Holder. The programmed transfer of service date of November 2017 continues to be on target.</p>