

**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					
3. Deliver savings and generate income identified for 2017/18 as approved by the Cabinet	Management Board	31-Mar-2018	✓	Achieved	Q4 - Savings still on track
					Q3 – Savings still on track
					Q2 - savings still on track
					Q1 (2017/18) Langston Road will open this quarter. Savings initiative on track.
4. Prepare to deliver savings and generate income for 2018/19 within the Medium-Term Financial Strategy	Management Board	31-Mar-2018	✓	Achieved	Q4 - Initial phase of People Strategy agreed by Council which will deliver £360k savings per annum.
					Q3 – Not yet due, will be addressed in budget process for 2018/19
					Q2 – Not yet due, will be addressed in budget process for 2018/19
					Q1 - Not yet due, will be addressed in budget process for 2018/19
5. Develop additional business cases, including the use of the	Management Board	30-Sep-2017	✓	Achieved	Q4 - Invest to save budget now incorporated within Transformation Programme and will be used to deliver transformation strategy.

'Invest to Save' Fund, to address the need for net savings and income generation in subsequent years					Q3 – Invest to Save bids totalling £180k have been approved for a number of projects which will generate savings or additional income, e.g. replacement of LED lighting £70k, Lea Valley and Vere Road pay and display car parks £70k.
					Q2 – Not yet due
					Q1 - Not yet due.

**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 provide 23 new affordable rented homes	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 Phase 1 due to be completed by the end of October 2017.
					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:
					Site 4 - 2 x 3-bed houses handed over and occupied 04/04/17
					Red Cross site - 4 x 3-bed houses handed over and occupied 06/06/17
					Site 7 - 6 x 2-bed houses handed over and occupied 17/07/17
					Harveyfields - 9 flats due to be handed over by early September 2017
Red Cross Duplex homes - 2 1-bed duplex homes due to be handed over by end of September 2017.					
Official opening ceremony being planned for 6th October 2017 by the Housing Portfolio Holder, Chairman of Council and John Scott, former Chief Officer.					
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
10. Open the Epping Forest Shopping Park, to deliver local jobs and economic development	Neighbourhoods	30-Sep-2017		Achieved	Q4 - One of the remaining three vacant units has now been let to outdoor equipment/clothing retailer Mountain Warehouse. The remaining two are at Heads of Terms negotiation. The 278 Highways Works are complete.
					Q3 – The three remaining units of the total of eleven are all subject to ongoing negotiation with prospective tenants. The stores that have already opened to include the anchor stores of Next and Aldi report good trading. The S278 Highway Works are 99% complete with only some minor surfacing, road marking and additional barrier installation outstanding.
					Q2 – Practical Completion achieved by June 2017 and shop-fitting commenced. Four stores now trading as part of a soft-opening. Shopping Park now 85% let and final units in negotiation. S278 works now due to complete by end of October 2017. Official Park Opening planned mid-December
					Q1 - Council received the building after practical completion in mid-June 2017. Tenants now fitting out with opening scheduled for late September 2017. Highways Section 278 Works to be completed by end of August 2017.
11. Develop the St John's Road site, to deliver local jobs and economic development	Neighbourhoods	31-Mar-2018		Under Control	Q4 - Agreement now reached with all parties, pending conclusion of consideration at specification for replacement Town Council Offices and Community Space. Final draft with lawyers. Completion anticipated by end of May 2018.
					Q3 – As per Q2 update. It is hoped to complete in early January 2018.
					Q2 – Completion still to be achieved on the signing of the Tripartite Agreement. Delay largely due to negotiation of the final terms sought by Epping Town Council.
					Q1 - Negotiations completed on Tri-Partite Agreement with Town Council and Frontier Estates. In hands of Legal Representatives for final sign off end July 2017.
12. Produce a plan to implement agreed recommendations from the Service Accommodation Review, to optimise the use of the Council premises	Transformation Programme Board	31-Mar-2018		Under Control	Q4 - Progress report due for consideration of June Cabinet seeking approval for additional work to be commissioned by PWC/Blissett Adams to evaluate impact and alternative options as a result of English Heritage listing.
					Q3 - Cabinet report delayed due to involvement of Historic England (HE) and subsequent grade 2 listing. Discussions will be needed with HE to establish what changes to the buildings are still possible.
					Q2 - Work progressing well and on target to report to December Cabinet.
					Q1 - On target. Following a competitive procurement exercise PricewaterhouseCoopers have been commissioned to provide support for Phase 2 of the Accommodation Review. The review is scheduled to report to Cabinet in time for consideration for the 2018/19 budget.

13. Deliver the 2017/18 works from the Facilities Management Programme	Resources	31-Mar-2018		Under Control	Q4 - Management Board have agreed further revisions to programme in light of the accommodation review.
					Q3 – October Cabinet approved revised programme which is on target.
					Report scheduled for October Cabinet to explain changes to the programme whilst the accommodation review completes.
					Q1 - Behind target. Several schemes have been put on hold pending the outcome of the Accommodation Review. A revised schedule of works will be presented to Cabinet in the autumn.
2. Progress Phases 2 and 3 of the Council Housebuilding Programme, to provide 85 new affordable rented homes	Communities	31-Mar-2018		Under Control	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.
					Q3 - Phases 2 and 3 continue to progress well.
					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.
					Q1 – Good progress being made with Phase 2 (Burton Rd, Loughton).The sites under Phase 3 have commenced
3. Procure Phases 4, 5 and 6 of the Council Housebuilding Programme, to provide new affordable rented homes	Communities	31-Mar-2018		Under Control	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 Council's Architects and Multi-disciplinary Design Team, and Airey Millar Ltd as the Council's Employers Agents.
					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
					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.
					Q2 - With East Thames serving notice to end their Development Agent role with the Council, alternative procurement and delivery approach needs to be considered.

					<p>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 procure the works, and the Council's nominated supplier will provide the units.</p>
6. Relocate the Housing Repairs Service from the Epping Depot to the Oakwood Hill Depot, Loughton	Communities	31-Mar-2018		Behind Schedule	<p>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.</p> <p>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.</p> <p>Q2 - The Cabinet decision to relocate the Repairs Service was the subject of a call-</p>

					<p>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.</p> <p>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</p>
7. Sell the Council-owned nursery site at Pyrles Lane, Loughton, to deliver a capital receipt	Neighbourhoods	31-Dec-2017		Under Control	<p>Q4 - Original intention was to bring the site to market via auction by the end of January 2018. As the result of further advice from marketing agents, a private treaty open advert methodology is now being undertaken with the site being marketed in mid-May.</p> <p>Q3 – Marketing Agents have been appointed to bring the Pyrles Lane Nursery Site to the market by the end of January 2018. Consultants have been appointed to advise on the price that the District Council would pay to buy back the affordable housing element of the scheme. Work continues on relocation options for the nursery service at Townmead.</p> <p>Q2 – Marketing Agents appointed for Nursery Site. Hope to complete sale early in 2018. Further feasibility work commenced at Townmead with respect to building condition, flood risk and contamination to support planning application for new accommodation for relocated Nursery Service.</p> <p>Q1 - Report on the value and marketing strategy for Pyrles Lane Nursery now agreed by Cabinet, to include provision for affordable housing and a financial contribution to the redevelopment at Town Mead Depot to accommodate the Council's nursery service, which no longer can be accommodated at the new Oakwood Hill Depot.</p>
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	<p>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.</p> <p>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.</p> <p>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</p> <p>A consultant has been appointed to advise on the purchase prices to be stated, based on the same approach as a housing association.</p>

					<p>The next stage is for the site to be marketed, which is planned for February 2018.</p> <p>Q3 - A consultant has been appointed to provide purchase prices for each type of affordable property, for inclusion in the Marketing information.</p> <p>Q2 - as per Q1.</p> <p>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.</p>
9. Deliver an approach to North Weald Airfield with an agreed operating partner, to maximise the use of the facilities	Neighbourhoods	31-Mar-2018	✓	Achieved	<p>Q4 As per Q3, the Asset Management Cabinet Committee received an update on a number of new potential lettings and events at their meeting in April.</p> <p>Q3 – The Council agreed the Submission Version of the Local Plan in December 2017. Within the plan there is an allocation of 10ha of employment land and a requirement to prepare a Masterplan to be approved by the Local Planning Authority for the future of the Airfield. The Masterplan will dictate the scale and type of development most appropriate for the site and address considerations such as the feasibility of a new Leisure Centre at the Airfield. Asset Management Cabinet Committee to receive an initial scoping paper in January 2018.</p> <p>Q2 – Employment Land allocation due to be considered as part of Regulation 19 Submission at Full Council in December 2017.</p> <p>Q1 - Awaiting results of the Local Plan Employment Land Review which will give direction to the scale and type of future uses that the Airfield could accommodate.</p>

**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	<p>Q3 - Complete</p> <p>Q2 – A revised, 5 year SLA for Lowewood Museum has been produced and has now been signed by both Councils</p> <p>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</p> <p>Q1. SLA with Broxbourne BC currently being scrutinized by BBC O&amp;S committee, as part of financial efficiency plan. Cabinet decision to be made on 11th July.</p>
2. Subject to the successful receipt	Communities	31-Mar-2018	✓	Achieved	Q4 - A formal working partnership has been in place with Chelmsford City Council

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					<p>since October 2016, as part of the Arts Council England funded Resilience project, which the partnership (EFDC/BBC &amp; 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/&amp;BBC and CCC) to operate in parallel to the management of the museums &amp; 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.</p> <p>Q3 - As Q2</p> <p>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.</p> <p>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</p>
3. Evaluate the potential to expand the provision of legal services provided to other authorities, to generate income	Governance	31-Dec-2017		Behind Schedule	<p>Q4 - No further progress has been achieved following recent staffing changes. The Legal Service remains engaged in delivering a full workload without taking on further work.</p> <p>Q3 - Setting up those meetings has proved difficult over Christmas break but meetings with 2 neighbouring authorities are planned for early in the New Year.</p> <p>Q2 - meeting with senior managers of neighbouring councils to discuss the potential for a fully integrated partnership working or sharing of resources</p> <p>Q1 - Retained the Lexcel accreditation to assist the marketing of the legal service. Networked through attendance at various special interest groups within the public law partnership.</p>
4. Complete a new off-street parking contract to manage the Council's car	Neighbourhoods	02-Apr-2017		Achieved	Q4 Off Street Parking Contract now well established. Reviews of tariffs due to commence in new municipal year.

parks with an alternative provider to increase efficiency and reduce costs					<p>Q3 – NSL still successfully delivering new off-street parking arrangements. As reported at the initial meeting of the Off-Street Parking Partnership, NSL are willing to enter into discussion around any extension of public realm/street scene enforcement that the Council may require in future.</p> <p>Q2 – NSL still successfully delivering new off-street parking arrangements.</p> <p>Q1 - New Off-Street Contract successfully let to NSL who started their management responsibilities from 1 April 2017. Increased level of enforcement activity, particularly at weekends has been achieved.</p>
5. Provide payroll service jointly with Braintree and Colchester Councils and sign up at least one more partner authority or one other authority to buy in our service, to deliver savings	Resources	31-Mar-2018		Behind Schedule	<p>Q4 - Date changed to 1 April 2019 - Initial proposals will be submitted to the Governance Board in Sept 2018. Agreement and implementation will happen from Sept 18 to 1 April 19.</p> <p>From 1 April 2018 EFDC contributes to a shared payroll post who will propose a shared service structure for consideration by the Authority leads in Sept 2018. Likely shared service to start May 2019 (following end of year processes).</p> <p>Q3 – Good progress continues to be made on the implementation. There is a Governance Board meeting with the other authorities in January which will discuss shared service opportunities.</p> <p>Q2 - On target. Work continues on the implementation of other modules, such as car mileage. No success yet on gaining additional partner authority, although there has been some initial interest from more than one party.</p> <p>Q1 - The joint working on the payroll service and further development of additional modules continues to go well. Initial discussions have been held with one potential partner but this seems unlikely to proceed at the moment.</p>
6. Implement the recommendations of the Reprographics Service Review, to make savings and improvements to print services	Resources	31-Mar-2018		Under Control	<p>Q4 - Only 1 item outstanding which has not been achieved due to ICT capacity. Further report to be submitted to TPB recommending project closure and for a new project to begin.</p> <p>Likely that this project will close and a new project established to determine future of service.</p> <p>Q3 – Potential partner authorities have been slow to respond but progress on internal process improvements has been good.</p> <p>Q2 - On target. Internal processes have been amended. Looking at joint procurement of paper and discussions continue on the possibility of a shared service.</p> <p>Q1 - The review continues to make good progress and shared service opportunities are being discussed with two other authorities.</p>
7. Develop an approach to shared	Transformation	31-Mar-2018		Achieved	Q3 - Project closure completed

service review, to establish opportunities for sharing services with other public sector partners	Programme Board				Q2 – Findings noted and recommended approach agreed by Transformation Programme Board. Shared Services will be considered within the new Common Operating Model and the Shared Service Project [P108] will be closed and evaluated.
					Q1 - Discovery has been undertaken to map existing EFDC shared services, as well as research to compare the EFDC approach to other local authorities. Findings and a recommended approach will be presented to the Transformation Programme Board in Quarter 2.

## 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.
2. Complete the new Local Plan in accordance with the National Planning Policy Framework and in the timescales outlined in the adopted Local Development Scheme (LDS)	Neighbourhoods	31-Mar-2018		Behind Schedule	Q4 - As a result of the Judicial Review proceedings, the Court instructed the Council not to submit by the 31 March 2018. Review Hearing set for 23/24 May.
					Q3 – The Council at an Extraordinary Meeting on the 14 December 2017, agreed the Submission Version of the Local Plan 2017. On the 18 December the formal representation period opened, with the Submission Version published on the Council's Website and copies sent to all statutory consultees, Town and Parish Councils etc. Closing date end of January 2018. Submission to planning inspectorate to be achieved before the 31 March 2018.
					Q2 – Updated Local Development Scheme agreed October Cabinet. Regulation 19

					Submission now scheduled for submission by the 31 March 2018, to take advantage of transitional arrangements arising from the DCLG consultation on standardised methodology for assessing housing need.
					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.b. To increase opportunities for sustainable economic development within the District, in order to increase local employment opportunities for residents

Action	Lead Directorate	Target Date	.	Status	Progress notes
1. Adoption and publication of the Local Plan Regulation 26, including site allocations for employment land and policies maps	Neighbourhoods	30-Oct-2018		Behind Schedule	Q4 - Submission delayed due to Judicial Review. All work was completed by the original submission date. Q3 – Site allocations and policies included in Submissions Version. All outstanding evidence base work commissioned. Due to the accelerated LDS Timetable some studies will not be complete until early 2018. However, all work should be available for inclusion by submission date before end of March. Q2 – Work ongoing on evidence base to include the site assessment. Open Space Playing pitches and Indoor Sports Facilities completed. Transport modelling ongoing. Work commissioned on visitor study to Epping Forest by the Corporation to inform the Air Quality Action Plan. Q1 - Work to prepare evidence base ongoing. Workshops held with Members on Infrastructure Delivery Plan. Open Space, Playing Pitches and Indoor Sports Study commenced. Site Assessment work has started on the 160 new/amended sites arising as a result of the Regulation 18 Consultations.
2. Provide sustainable employment opportunities for the district's young	Resources	31-Mar-2018		Achieved	Q3 – The apprentices are making good progress in their work placements. Q2 - On target. A full cohort of apprentices have been recruited and their training

people through development of the Council's apprenticeship scheme					has commenced. Q1 - Recruitment processes are underway for the new cohort of apprentices.
3. Lead the development of Harlow and Gilston Garden Town in partnership with East Herts and Harlow Councils, to delivery housing and economic development across west Essex	Neighbourhoods	31-Mar-2018	✓	Achieved	Q4 - Garden Town Director in post and has reviewed the implementation programme. Further external funding success has been achieved. Q3 – Work continues to be co-ordinated through the Duty to Co-operate Board arrangements. Garden Town Project Director successfully appointed and due to commence early February 2018. Other external funding bids are being prepared to assist in the sustainability of the project. Q2 – Further tranche of funding from DCLG of £175k successfully bid for and awarded. External Consultants appointed for feasibility work in relation to the North/South and East/West Sustainable Transport corridors through Harlow. Advert placed for the appointment of Project Director for the Garden Town. Joint Member Board meeting regularly. Q1 - Duty to Co-operate activities ongoing. Garden City Project proceeding with the commissioning of two pieces of external consultancy in relation to "Visionary" and "Governance". Work commenced on mitigation plan for the Air Quality MOU to reduce potential impacts on Epping Forest.

**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.
2. Deliver the transition of the Council's leisure facilities to a new partner through contract	Neighbourhoods	01-Apr-2017	✓	Achieved	Q4 - Epping Sports Centre refurbishment now complete. Start made on Loughton extension which is currently on programme. Opportunity being taken to refurbish wet side changing rooms as part of the project.

management					<p>Q3 – Work has commenced on the upgrading to Epping Sports Centre, with the new movement studio and virtual cycling studio complete. Rest of project on target. Work to commence early January at Loughton for the fitness extension and changing room refurbishment.</p> <p>Q2 – Places for People have completed their investment of £270K in the refurbishment of the Health and Fitness Facilities at Ongar Leisure Centre. Work due to commence in October at both Epping Sports and Loughton Leisure Centres on the planned improvements to the facilities.</p> <p>Q1 - Contract with PfP successfully mobilised and management transferred to new contractor from the 1 April 2017. All staff successfully transferred under TUPE and service improvements have commenced to include major extension to Loughton Leisure Centre and reconfiguration of Health and Fitness facilities at Epping Sports Centre.</p>
3. Develop a new leisure centre in Waltham Abbey, to deliver savings and improved facilities	Neighbourhoods	30-Nov-2018	✓	Achieved	<p>Q4 - Programme still on target and no major cost variations. Practical completion still anticipated in November 2018.</p> <p>Q3 – Main frame of new Leisure Centre complete with the pool tanks formed and being tested in December. The overall programme is on target with no material cost variations identified at this stage. Still due for practical completion and opening to the public in November 2018.</p> <p>Q2 – Work commenced in September 2017 with site fully mobilised. Ground breaking Ceremony held in mid-October. Main pool and learner pool tanks formed. Construction on programme.</p> <p>Q1 - Detailed planning provision granted by District Development Management Committee and contractor mobilised on site to demolish existing community building. Main construction works for new Leisure Centre due to commence in September 2017 with practical completion targeted at November 2018.</p>
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	<p>Q2 - The three thematic groups established to lead on improvement of Health &amp; 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.</p> <p>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+).</p>

**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.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**

Action	Lead Directorate	Target Date	.	Status	Progress notes
1. Deliver the 2017/18 works from the Council's Transformation Programme, achieving key benefits for our customers	Transformation Programme Board	31-Mar-2018		Achieved	Q4 - Overall, good progress has been made on projects within the Transformation Programme. Highlight Reports indicate that the programme is 'on target' to deliver key benefits to customers.
					Q3 - Generally good progress is being made with projects within the Transformation Programme. Highlight Reports continue to indicate that the programme remains 'on target'
					Q2 - Work has continued to progress projects within the Transformation Programme. Progress Highlight reports for Q2 indicate that the programme remains 'on target'.
					Q1 - Work is proceeding well on the Council's Transformation Programme, with programmes and projects on course to deliver outputs to time and budget.
2. Produce a plan to implement the Workforce Development Strategy, to establish a new common operating model	Resources	31-Mar-2018		Under Control	Q4 - A report to establish two Strategic Directors has been considered by Cabinet and the member Appointment/Redundancy Panel; a report is to be considered by Council on 24 April. Cabinet will receive a report on 14 June to consider the structure of the organisation from the next layer down.
					Q3 - December Cabinet approved funding for the re-structure and a timeline has been established to deal with the changes necessary at Leadership Team level.
					Q2 - On target. Cabinet have approved the Programme Definition Document and work has commenced with the LGA.
					Q1 - A Programme Definition Document has been written and meetings are scheduled in July to share this with Portfolio Holders and the Leadership Team.
3. Advance proposals to amalgamate the contact centre and reception points to improve reception services for customers	Office of the Chief Executive	31-Mar-2018		Achieved	Q4 - Line management of the Civic Offices Reception team moved into Customer Services in January 2018. Cross training between Reception and the Contact Centre is now continuing prior to a formal merge of the teams. Preparatory work has now been completed to commence process mapping in Planning in the new year.
					Q3 - Stage 1 of Corporate Customer Team completed. Switchboard staff now integrated with Customer Team and preparations underway for Phase 2 which will integrate Planning.
					Q2 - Stage 1 of the Corporate customer team restructure underway and expected to complete by the end of October 2017. Accommodation review progressing and staff

					briefed on the process on 18th September 2017. Q1 - Plans to bring together the corporate customer team are progressing with the first two teams affected now in consultation to move onto new job descriptions. Plans for the refurbishment of Reception are continuing to develop as part of the Accommodation Review (P002), however the timescales for Reception are dependent on the wider programme and will need to be kept in review.
4. Deliver customer self-service account facilities for residents and businesses so they can receive their bills electronically	Resources	30-Sep-2017	✓	Achieved	Q3 – As per Q2, system is in place and functioning. Q2 - System in place and functioning. Q1 - The system has been set up and tested and will now be publicised to encourage take up.
5. Deliver projects of legislative importance, to ensure our services for customers are fit-for-purpose.:	Management Board	31-Mar-2018	✓	Achieved	Q4 - As per Q3. Q3 – as per Q2 Q2 - as per Q1 Q1 - Election and Accounts Closure ran smoothly. internal Audit Programme approved and progressing in line with plan.

**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
1. Trial flexible working for Building Control and Development Control officers through the use of new technologies	Governance	31-Mar-2018	●	Under Control	Q4 - Initial trial and evaluation completed, to progress this fully it will be necessary to upgrade the back office system to the new Assure standard. TPB agreed to delay the transformation project for mobile working to await this. Work is continuing separately on business processes to ensure that they work well with the capabilities offered by this system and other electronic methods of working. Q3 - In accordance with the ICT strategy discussions continue as to the appropriate mobile devices, which should be in place by the end of the year. Q2 - development management and building control senior officers have met with ICT colleagues i order to agree implementation plans and dates and raise any other issues arising. Q1 - Await initial feedback from 2 authorities who have gone live with the system we wish to trail and then ICT indicate that the commencement of the the in-building control is imminent.
2. Implement the ICT Strategy to support the Transformation	Resources	31-Mar-2018	✓	Achieved	Q4 - Owing to delays in the Accommodation Strategy a number of Technology Strategy projects have been reprioritized, and some work delayed, whilst other

Programme, including mobile and flexible working					<p>projects have been commenced early. During Q4 the focus has been on ensuring that all essential pre-requisite projects have been commenced (or completed as required). This has largely been achieved, and outstanding work will not impact on the speed of delivery in 2018/19.</p> <p>Q3 – November Cabinet approved the new strategy covering 2018 to 2023, which includes year 0 projects for completion prior to 31 March 2018. It is anticipated that all year 0 projects will be delivered on time.</p> <p>Q2 - On target. Good progress continues on the existing strategy and the new strategy will be presented to Members during Q3.</p> <p>Q1 - Good progress has been made on both the implementation of the current strategy and the development of the new strategy.</p>
3. Implement use of mobile phone text messages to remind customers when their payment is due	Resources	30-Sep-2017	✓	Achieved	<p>Q3 – System now live and has been effective in triggering payments which have reduced the number of reminder letters.</p> <p>Q2 - Go-live date changed to 30/10. Other Capita work impacted on testing. Tech services creating area for GIM documents for on-line requests for service.</p> <p>Q1 - Testing is progressing well and the target date should be achieved.</p>
4. Produce a plan to improve the management of information, to protect public data and comply with legislation	Governance	31-Mar-2018	✓	Achieved	<p>Q4 - GDPR Working Group continue to monitor and press forward with an action plan to ensure that the Council meets its statutory requirements. Reviews of policies are continuing to targets.</p> <p>Q3 - The work of the GDPR continues to coordinate directorate work to meet the requirements of the regulation by the 25th May 2018.</p> <p>Q2 - the working group has met on three occasions, developed an action plan and continues to report to CGG on progress towards implementation on 25 May 2018. Appropriate officers are being trained and cascading that training through leadership team and to individual management teams.</p> <p>Q1 - The Chief Internal Auditor chairing a group looking at our information asset register which will feed into the new working group on general data protection regulations, chaired by a director of governance on 24th July.</p>
5. Deliver initiatives from the Environmental Charter, using modern technology to provide enhanced services to customers	Communities	31-Mar-2018	✓	Achieved	<p>Q4 - Work of Green Party ongoing.</p> <p>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.</p> <p>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.</p>

					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.
6. Deliver the Corporate Communications project, to increase customer recognition of our services and improve communications with our customers	Governance	31-Mar-2018		Behind Schedule	Q4 - The final version of the standards has been written. Progress has been delayed due to competing priorities of the project manager.
					Q3 - Best practise standards for the authority are now in draft form and will be finalised by the due date. Further work will be undertaken, once this has been completed, to refresh our corporate design guide
					Q2 - PR has attended Management Board to agree a new format for reporting its work and for identifying communications needs throughout the years for significant projects.
					Q1 - The communications PR team has recently concentrated on both the election and the Local Plan and the future focus will be to produce audit and analysis of our communications.

**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	<p>Q4 – The Communities Select Committee's on the initial scoping of the project have been agreed by the Cabinet. The following was agreed:</p> <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> <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> <p>Cabinet approved a Scoping Report for the project in February 2018</p> <p>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.</p> <p>Q2 – In absence of Director of Communities no further progress has been possible on this action.</p> <p>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</p>
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>