

Select Committee Agenda



Governance Select Committee Tuesday, 5th July, 2016

You are invited to attend the next meeting of **Governance Select Committee**, which will be held at:

Committee Room 1, Civic Offices, High Street, Epping CM16 4BZ
on **Tuesday, 5th July, 2016**
at **7.15 pm** .

Glen Chipp
Chief Executive

Democratic Services Officer M Jenkins (01992 56 4607) mjenkins@eppingforestdc.gov.uk

Members:

Councillors N Avey (Chairman), G Chambers (Vice-Chairman), D Dorrell, L Hughes, S Jones, S Kane, H Kauffman, M McEwen, L Mead, B Rolfe, D Stallan, B Surtees, H Whitbread and D Wixley

SUBSTITUTE NOMINATION DEADLINE:

18:15

1. APOLOGIES FOR ABSENCE

2. SUBSTITUTE MEMBERS (COUNCIL MINUTE 39 - 23.7.02)

(Director of Governance) To report the appointment of any substitute members for the meeting.

3. DECLARATIONS OF INTEREST

(Director of Governance) To declare interests on any items on the agenda.

In considering whether to declare a pecuniary or non-pecuniary interest under the Code of Conduct, Overview and Scrutiny members are asked to pay particular attention to paragraph 11 of the Code in addition to the more familiar requirements.

This requires the declaration of a pecuniary or non-pecuniary interest in any matter before an OS Committee which relates to a decision of or action by another Committee or Sub-Committee of the Council, a Joint Committee or Joint Sub-

Committee in which the Council is involved and of which the Councillor is also a member.

Paragraph 11 does not refer to Cabinet decisions or attendance at an OS meeting purely for the purpose of answering questions or providing information on such a matter.

4. NOTES OF PREVIOUS MEETING (Pages 3 - 16)

To agree the notes of the last meeting of the select committee held on 5 April 2016 (attached).

5. TERMS OF REFERENCE/WORK PROGRAMME (Pages 17 - 24)

(Director of Governance) To consider the attached report and appendices.

6. CONSULTATION REGISTER 2015/16 AND 2016/17 (Pages 25 - 34)

(Director of Governance) To consider the attached report.

7. KEY PERFORMANCE INDICATORS 2015/16 - QUARTER 4 (OUTTURN) PERFORMANCE (Pages 35 - 44)

(Director of Governance) To consider the attached report and appendices.

8. CORPORATE PLAN KEY ACTION PLAN 2015/16 - QUARTER 4 (OUTTURN) POSITION (Pages 45 - 54)

(Director of Governance) To consider the attached report and appendix.

9. EQUALITY OBJECTIVES 2012-2016 - OUTTURN REPORT AND COMPLIANCE WITH THE PUBLIC SECTOR EQUALITY DUTY (Pages 55 - 66)

(Director of Governance) To consider the attached report and appendix.

10. DATE OF NEXT MEETING

The next meeting of the select committee will be on Thursday 29 September 2016 at 7.15p.m. in Committee Room 1, and then on the following dates:

- Tuesday 29 November
- 31 January 2017
- Tuesday 4 April

**EPPING FOREST DISTRICT COUNCIL
NOTES OF A MEETING OF GOVERNANCE SELECT COMMITTEE
HELD ON TUESDAY, 5 APRIL 2016
IN COMMITTEE ROOM 1, CIVIC OFFICES, HIGH STREET, EPPING
AT 7.25 - 8.50 PM**

Members Present: T Church (Chairman), Y Knight (Vice-Chairman), D Dorrell, L Hughes, S Jones, M McEwen, C P Pond, J M Whitehouse and D Wixley

Other members present: J Philip

Apologies for Absence: H Kauffman and B Sandler

Officers Present N Richardson (Assistant Director (Development Management)), S G Hill (Assistant Director (Governance & Performance Management)), B Copson (Senior Performance Improvement Officer) and M Jenkins (Democratic Services Officer)

35. SUBSTITUTE MEMBERS (COUNCIL MINUTE 39 - 23.7.02)

It was advised that Councillor C Pond was substituting for Councillor H Kauffman.

36. DECLARATIONS OF INTEREST

There were no declarations of interest made pursuant to the Member's Code of Conduct.

37. NOTES OF PREVIOUS MEETING

RESOLVED:

That the notes of the last meeting of the select committee held on 2 February 2016 be agreed.

38. TERMS OF REFERENCE/WORK PROGRAMME

The select committee's Terms of Reference and Work Programme were noted.

39. KEY PERFORMANCE INDICATORS 2016/17 - REVIEW AND TARGETS

The Governance Select Committee received a report from the Performance Improvement Officer regarding Key Performance Indicators 2016/17 – Review and Targets.

The adoption of challenging KPIs each year was an important element of the Council's Performance Management Framework, the KPIs set was reviewed annually by the Management Board to ensure the indicators and their targets were appropriate to provide challenge in the Council's key areas and to meet its objectives.

A recent annual review had considered that the current indicator set was appropriate, a number of changes to targets had been identified for the coming year and one indicator had been split enabling greater focus and evaluation.

The provisional target for each indicator had been identified by service directors and relevant portfolio holders based on third quarter performance for the current year. Management Board would review the provisional targets against outturn data for 2015/16 when this became available.

The review of the KPIs which fell within the areas of responsibility of the Governance Select Committee had resulted in no change to the indicator set. However, there would be slight changes to the indicators.

Improvement plans would be developed for each KPI for 2016/17, identifying actions to achieve target performance. The plans would be considered and agreed by Management Board and submitted to the relevant select committees along with the 2016/17 first quarter performance submission. The select committee was requested to consider the proposed KPIs and targets for 2016/17 which fell within its areas of responsibility.

RECOMMENDED:

That the Key Performance Indicators 2016/17 – Review and Targets be recommended to the Finance and Performance Management Cabinet Committee for approval.

40. PROPOSED EQUALITY OBJECTIVES 2016-2020

The select committee received a report from the Performance Improvement Officer regarding Equality Objectives 2016-2020.

In March 2012 the Council published its first set of equality objectives designed to provide focus for the Council's work in delivering its public sector equality duty and thereby advancing equality for service users and employees. The duty required public authorities to have due regard for the following three aims:

- (a) Eliminating unlawful discrimination, harassment and victimisation;
- (b) Advancing equality of opportunity between different groups; and
- (c) Fostering good relations between different groups.

This first set of four objectives targeted:

- (i) Equality intelligence gathering and the use of this intelligence in service planning;
- (ii) Development of equality ownership;
- (iii) Improving engagement activities; and
- (iv) Working to allow for a balanced workforce profile.

An action plan for delivering the objectives was adopted and progress of work for delivering the action plan had been co-ordinated by the Corporate Equality Working Group (CEWG) which was chaired by the Director of Governance and reported to both Management Board and the Governance Select Committee at 6 monthly

intervals. The lifespan of these objectives came to an end in March 2016 with considerable progress having been made and the objectives largely achieved.

Over the last year the CEWG had been engaged in the development of a new set of objectives taking the Council forward until March 2020. This new set of objectives addressed the challenges still faced by the Council in embedding equality into all its activities and built upon the progress already achieved. The CEWG had consulted with directorates and four objectives were proposed which were set out below together with a brief outline of the reasons for their proposal:

Objective 1: To integrate the Council's public sector equality duty into our partnership working.

The public sector equality duty was relevant across the full range of its activity including its work through partnerships, the duty also applied to its public sector partners. Under Objective 1 in regard to Ref 4, officers confirmed that the number of work experience apprentices in the District Council was 3 per directorate. In respect of Ref 5 concerning the reducing of isolation in rural locations for older people, officers confirmed that isolation could take place anywhere, particularly in urban areas and they would look at extending the action to cover these areas.

Objective 2: To apply robust equality requirements in commissioning, procurement and contract management.

Procurement by local authorities was identified by the Government as a key area for the development of equality and had the potential of improving the lives of people. Whilst it was evident there was some consideration of equality in our procurement practices, procurement had not been a focus for equality work to date and integration was required if the duty was fully met.

Objective 3: To develop our capacity so that our employees have the knowledge, skills and confidence to deliver our plans.

Employee understanding of Council requirements remained important. Whilst some progress had been made in the course of the current set of objectives, the CEWG considered there was the potential to refine and refocus training for employees to reflect the Council's current position.

Objective 4: To improve and develop equality in our business activities.

This included projects and reviews along with Objectives 1 and 2 which sought to build on progress already made in integrating equality into service planning and delivery.

The Council published equality information annually to show progress against the public sector equality duty and progress against the equality objectives action plan. There was also a requirement to understand the impact of services and activities on people from the protected groups and a separate programme of analysis alongside would inform the work contained in this action plan.

Whilst there was no obligation to produce an equality scheme, CEWG considered it a useful way of communicating the Council's intentions and approach to this area of work.

The Cabinet was requested to consider and agree the proposed equality objectives 2016-2020 and action plan to deliver them subject to the views of the Overview and Scrutiny Committee.

RECOMMENDED:

That the Council's Equality Objectives 2016-2020 be recommended to the Cabinet for approval.

41. TECHNICAL CONSULTATION ON IMPLEMENTATION OF PLANNING CHANGES

The select committee received a report from the Assistant Director Development Management regarding response to "Technical Consultation on Implementation of Planning Changes" Consultation. The Government was setting out proposals in the following areas:

- (a) Changes to Planning Application Fees;
- (b) Permission in principle;
- (c) Brownfield Register;
- (d) Small Sites Register;
- (e) Neighbourhood Planning;
- (f) Local Plans;
- (g) Expanding the approach to planning performance;
- (h) Testing competition in the processing of planning applications;
- (i) Information about financial benefits;
- (j) Section 106 dispute resolution;
- (k) Permitted Development Rights for state funded schools; and
- (l) Changes to statutory consultation on planning applications.

The consultation period commenced on 18 February 2016 and concluded on 15 April 2016, it ran to 12 chapters containing 77 questions in all. However, only those questions relevant to the select committee's terms of reference were submitted to the meeting.

Changes to Planning Application Fees

Q1.1: Do you agree with our proposal to adjust planning fees in line with inflation, but only in areas where the local planning authority is performing well? If not what alternative would you suggest?

Response: Planning fees should at the least be altered in line with inflation, which would ensure that local authorities continued to deliver effective planning functions given reductions to grant funding. However current inflation rates were so small that there would be no incentive for local planning authorities.

It was felt that planning fee increases should not be withheld on the basis of performance. Measuring performance alone did not show how effective Development Management was as a whole, this measure could easily be manipulated by the extension of time procedure. As a Green Belt authority the district had few major applications, therefore a small number being delayed could mean fee increases withheld despite meeting targets for minor and other category applications.

Q1.2: Do you agree that national fee charges should not apply where a local planning authority is designated as under performing, or would you propose an alternative means of linking fees to performance? And should there be a delay before any change of this type is applied?

Response: Similarly to the last question, the Council believed that fee increases should not be linked to performance. If this was introduced there should be a time opportunity for Councils effected in this way so they could make adequate arrangements because resource and system changes did not happen rapidly and required member decision making.

Q1.3: Do you agree that additional flexibility over planning application fees should be allowed through deals, in return for higher standards of service or radical proposals for reform?

Response: The Council provided a duty officer system with agents informing the authority that they considered availability and ease of contacting the planning case officer as qualities of service. Planning also provided different levels of pre-application services from a written response through to a series of more detailed meetings and discussions. This service worked effectively in ensuring better applications and supporting information were provided as well as speeding up decision making once an application was submitted.

However, a rapid turn round in the processing and determination of an application did not necessarily provide value for money, particularly if this was a refusal. It did not take account of positive and pro-active working with an applicant in achieving a better quality development which took longer than the "fast track" route proposed by the Government was proposing. It was not clear how the Government expected local planning authorities to have the time and resources to process and determine applications quickly that applicants had paid an extra fee for. It was advised that many applicants would be prepared to pay a higher fee for receiving this fast track service which could divert resources away from major applications and the Government's aim of increasing the supply of housing. This would result in an inequality of service that rewarded those with the financial resources to pay. It was noted that fast track services at other authorities had not been working well and it was felt that any service speeded up would negatively effect other services.

Q1.4: Do you have a view on how any fast track services could best operate, or on other options for radical service improvement?

Response: Any fast track service would operate in a way that did not impact on the timescales taken for all other applications, as such the fees would need setting at a level that the local authority thought was sufficient to maintain its services and should not be capped or limited in any way by the Government.

A national validation requirement for submitting planning applications could speed up the service and therefore be controllable at the point of submission. A further

requirement that details should be submitted at the submission stage would limit the number of conditions subsequently attached to a planning permission for further approval.

Q1.5: Do you have any other comments on these proposals, including the impact on business and other users of the system?

Response: No, but would welcome a substantially increased fee beyond inflation, for retrospective applications where development/use had blatantly commenced without the approval of any planning permission.

Permission in Principle

Q2.1: Do you agree that the above should be qualifying documents capable of granting permission in principle?

Response: Local Plans, its related documents and Neighbourhood Plans allowed for the allocation of sites for development and they would be appropriate documents through which to use the permission in principle. The Brownfield Register may also be appropriate.

Q2.2: Do you agree that permission in principle on applications should be available to minor development?

Response: No. The concept of a “permission in principle” virtually duplicated available processes for accessing the principle of a development, an example would be outline applications and pre-application advice. Removing the outline process could work if only the principle was a viable alternative. This was making the process complicated and confusing as to the differences.

The consultation claimed that “developers of small sites can struggle to get access to timely pre-application advice,” it was felt that there was no supporting evidence for this. It was noted that this service was routinely offered by local planning authorities. Finally, the time period for determining “Permission in Principle” and “Technical details Consent” were shorter than major (13 weeks) and minor (8 weeks) applications, the suggested shorter weeks would put more strain on resources to deliver when there was little difference in a matter of a few weeks.

The Council did not have the facility to hold more planning committees and, in support of “Localism,” abolishing area planning committees would affect local residents views and representations.

Q2.3: Do you agree that location, uses and amount of residential development should constitute “in principle matters” that must be included in a “permission in principle?” Do you think any other matter should be included?

Response: The amount of development needed some indication of scale, vehicular access, protected habitat impact, flooding, contamination, setting of listed buildings, conservation areas and amount of affordable housing. It was felt that the in principle seemed too narrow a set of matters.

Q2.4: Do you have views on how best to ensure that the parameters of the technical details that need to be agreed are described at the permission in principle stage?

Response: this was best achieved through a list of planning conditions which set out the necessary parameters.

Q2.5: Do you have views on our suggested approach to (a) Environmental Impact Assessment (b) Habitats Directive or (c) Other Sensitive Sites?

Response: The appropriate mitigation required in relation to such sites was clearly set out as part of the permission in principle and processed in accordance with the appropriate regulations.

Q2.6: Do you agree with our proposals for community and other involvement?

Response: It was imperative that local consultation should not be reduced in the process of decision making and therefore, consultation with neighbours at the technical stage should take place.

Q2.7: Do you agree with our proposals for information requirements?

Response: It was considered that the minimum amount of information submitted with the application meant that the permission in principle would be meaningless. This was because further information could be required to assess whether the principle of development was acceptable. It was unclear as to how such applications would stand in terms of Environmental Impact Assessment (EIAs), protected habitats, flooding or land contamination.

Q2.8: Do you have any views about the fee that should be set for: (a) permission in principle application, and (b) technical consent application?

Response: Increasing the fee so that the Council could cover the Development Management service. However the in principle fee was likely to be lower which represented less return for the local planning authority. The technical detail fee should be the same as a reserved matters application which questioned the need for this process when it would be virtually duplicating existing ones.

Q2.9: Do you agree with our proposals for the expiry of permission in principle on allocation and application? Do you have any views about whether we should allow for local variation to the duration of permission in principle?

Response: Assuming the time limit was set at 3 years, it reinforced the case that this was duplication of existing mechanisms. If set at 1 year, then this could force development to go ahead with planning permission and deliver much needed housing. Locally set expirations could lead to confusion when Local Planning Authorities (LPAs) set different time limits compared to other nearby authorities.

Q2.10: Do you agree with our proposals for the maximum determination periods for (a) permission in principle minor applications and (b) technical details consent for minor and major sites?

Response: No. The determination periods were too short for allowing statutory consultations and neighbour notifications to be carried out, as well as allowing decision making where necessary at planning committee given the short period to determination.

Brownfield Register

Q3.1: Do you agree with our proposals for identifying potential sites? Are there other sources of information that we should highlight?

Response: There were concerns with the Technical Consultation's representation of the Brownfield Register in terms of its preparation and implementation. There would be resource implications for the Council in preparing such a register, the process would be much like that involved with the SHLAA and was a duplication of development plan work which undermined the primacy of the development plan. The SHLAA formed the most appropriate approach to identifying potential sites for inclusion in a Brownfield Register.

Q3.2: Do you agree with our proposed criteria for assessing suitable sites? Are there other factors which you think should be considered?

Response: Yes. It was similar to criteria used for the inclusion of sites within the authorities SHLAA and the assessment of the 5 year housing land supply.

Q3.3: Do you have any views on our suggested approach for addressing the requirements of Environmental Impact Assessments and Habitats Directives?

Response: The suggested approach seemed acceptable.

Q3.4: Do you agree with our views on the application of the Strategic Environment Assessment Directive? Could the Department provide assistance in order to make any applicable requirements easier to meet?

Response: No comment.

Small Sites Register

Q4.1: Do you agree that for the small sites register, small sites should be between one and four plots in size?

Response: The Council considered this figure to be appropriate.

Q4.2: Do you agree that sites should just be entered on the small sites register when a local authority is aware of them without any need for a suitability assessment?

Response: No. Whilst this would be additional work, some assessment of suitability should be required for inclusion on the register. Otherwise, it created a sense of expectation that the site was developable and free from mitigation.

Q4.3: Are there any categories of land which we should automatically exclude from the register? If so what are they?

Response: Sites in the curtilage of a listed building, scheduled ancient monuments and Greenfield sites within the Green Belt.

Q4.4: Do you agree that location, size and contact details will be sufficient to make the small sites register useful? If not what additional information should be required?

Response: Any constraints on the site that would require mitigation, such as flood risk category, contamination etc should be included in the site details.

Expanding the approach to planning performance

Q7.1: Do you agree that the threshold for designations involving applications for non-major development should be set initially at between 60-70% of decisions made on time, and between 10-20% of decisions overturned at appeal? If so what specific thresholds would you suggest?

Response: Epping Forest District Council was performing well above both the 50% targets for major applications. In respect of non-major applications the consultation document was suggesting a performance criteria of 60-70% decisions made on time. Epping Forest was performing above this and the suggested threshold was generally reasonable. There was clear customer expectation that minor applications, determined under delegated powers, should be able to pass through the planning system in a timely manner given that the planning issues were less significant.

Q7.2: Do you agree that the threshold for designations based on the quality of decisions on applications for major development should be reduced to 10% of decisions overturned at appeal?

Response: Members felt no objection to this measure.

Q7.3: Do you agree with our proposed approach to designation and de-designation and in particular:

(a) That the general approach should be the same for applications involving major and non-major development?

Response: Yes – a 2 year rolling period still including extension of time agreements and planning performance agreements.

(b) Performance in handling applications for major and non-major development should be assessed separately?

Response: Yes

(c) In considering exceptional circumstances, we should take into account the extent to which any appeals involve decisions which authorises considered to be in line with an up to date plan, prior to confirming any designations based on the quality of decisions?

Response: It was felt that this last question needed clarification.

Q7.4: Do you agree that the option to apply directly to the Secretary of State should not apply to applications for householder developments?

Response: There was no doubt that the Planning Inspectorate would not be able to cope as it would experience a high volume of casework due to the amending of thresholds for minor and major applications. If the Government's concern was about processes, then why should they hold back from including householder applications. It was felt that by answering yes to this question, it would result in too great an administrative and decision making burden for the Planning Inspectorate if all the existing neighbours and other consultation requirements were to be carried out by them.

Testing competition in the processing of planning applications.

Q8.1: Who should be able to compete for the processing of planning applications and which applications could they compete for?

Response: The select committee felt strongly that this would not work without:

- (a) A threat of abusing the system such as outsourcing to a private company who may have regular clients putting in planning applications or clients using numerous architects, therefore these individuals could become the planning application assessor.
- (b) Ensuring local representations were taken into consideration.
- (c) Varying the qualities of assessment of planning applications and a need for wide knowledge of different authorities' local plan policies between the providers.
- (d) Ensuring who dealt with pre-application advice, conditions approved and appeals.
- (e) Arranging who would deal with complaints, the local government ombudsman could become busier on planning investigations.
- (f) The other providers being liable for designation if the turnaround planning application performance was not met.
- (g) This proposal being a threat to the democratic process and undermined fundamental planning issues.
- (h) There being an incentive for the provider to refuse planning application where there was justification in doing so.

The processing of planning applications should be restricted to local planning authorities. The application types that slowed progress involved the discharge of conditions. Passing these to private providers would free up Council planning officers allowing them to concentrate on dealing with planning applications. There was no evidence that costs would be driven down and performance improved through outsourcing the processing of planning applications. In addition the planning system and building regulation system were not the same in terms of consultation need, policy adherence or decision making.

Q8.2: How should fee setting in competition test areas operate?

Response: Fees should cover the cost of processing applications, however this should be set and applied to the Local Planning Authority as well as the provider. It should only operate in areas where the LPAs were designated.

Q8.3: What should applicants, approved providers and local planning authorities in test areas be able to?

Response: A longer period of time was needed for making a decision after the processing had taken place. Taking a decision in 1-2 weeks after the report was received could not be a committee decision. What would occur if the local planning

authority disagreed or wanted further information, extra conditions or further consultation? How would appeals be dealt with? It was felt that the provider should at least have local knowledge and be from the area concerned.

Q8.4: Do you have a view on how we could maintain appropriate high standards and performance during the testing of competition?

Response: Standardisation and validation of planning application requirements should be the same across all providers.

Q8.5: What information would need to be shared between approved providers and local planning authorities and what safeguards are needed to protect information?

Response: The main information would be validation requirements, planning history, constraint layers on Geographic Information Software (GIS), planning policies, details of internal consultations, any pre-application advice given, newspapers circulating in the local area for statutory adverts and the purchaser of this service and negotiations of S106 contribution requirements.

Q8.6: Do you have any other comments on these proposals, including the impact on businesses and other users of the system?

Response: It made the decision making of planning applications less transparent. Full details of the pilot exercise should be shared with all local planning authorities. It was felt that this proposal was not thought through and was less locally accountable. The approved providers should be non-profit making in line with the Council.

Information about financial benefits.

Q9.1: Do you agree with these proposals for the range of benefits to be listed in planning reports?

Response: If included, they would inevitably be a factor in the determination of planning applications, if included, they should be at the end of the report in a section headed "non-planning matters of interest should the planning be granted." Officers would waste time and effort in defending the increase in complaints from angry objectors who would believe this had influenced the final decision.

Q9.2: Do you agree with these proposals for the information to be recorded, and are there any other matters that we should consider when preparing regulations to implement this measure?

Response: No.

Section 106 Dispute Resolution

Q10.1: Do you agree that the dispute resolution procedure should be able to apply to any planning application?

Response: The Council operated an effective pre-application service that identified areas of concern prior to the planning application being considered. This allowed consideration of S106 contributions and where necessary viability issues relating to affordable housing delivery, education and health service improvements to be considered early and a negotiated resolution achieved. The process being

proposed by the Government would add additional time and cost to the planning decision making process and the Council therefore disagreed with its implementation.

Q10.2 to 10.14: Responses here were covered by the answers to Q10.1.

Permitted development rights for state funded schools

Q11.1: Do you have any views on our proposals to extend permitted development rights for state funded schools, or whether other changes should be made? For example, should changes be made to the thresholds within which school buildings can be extended?

Response: We have not had an example yet of a temporary state funded school opening with the benefit of permitted development. However this was not supported as these changes approved of encouraging students to be in temporary accommodation longer than was necessary.

Q11.2: Do you consider that the existing prior approval provisions are adequate? Do you consider that other local impacts arise which should be considered in designing the right?

Response: In addition to highway, noise and contamination impacts that were currently required, another prior notification included flooding. A change of use may have altered the flood risk category of the building if used as a state funded school or be in a high flood risk zone and therefore placed its occupants at an inappropriate risk unless effective mitigation was put in place.

Changes to statutory consultation on planning applications.

Q12.1: What are the benefits and/or risks of setting a maximum period that a statutory consultee can request when seeking an extension of time to respond with comments to a planning application?

Response: If a further period of time to respond was needed, it was because they had resource issues and the Government should assist through providing sufficient funds to ensure that the Environment Agency and other services worked more easily. What would happen if they did not comment in time?

Q12.2: Where an extension of time to respond is requested by a statutory consultee, what do you consider should be the maximum additional time allowed? Please provide details.

Response: Irrespective of the comments in Q12.1, an extra 14 days beyond the current 21 days did not appear a reasonable time period in which to respond.

The Assistant Director of Development Management said that he would take the Member's comments and submit them to the Government before the deadline.

RESOLVED:

That the draft responses to the Technical Consultation on Implementation of Planning Charges be submitted to the Government.

42. ITEMS OF BUSINESS FOR NEXT YEAR

The Assistant Director of Development Management advised members that the select committee would be requiring new items for next year's work programme. The following was suggested:

- (a) A further report on planning appeals, particularly those concerning Gypsies and Travellers
- (b) Special meeting of the select committee to discuss representations made by Essex County Council Highways on planning applications. This would be a single item agenda with invites extended to all councillors and held in the Council Chamber.
- (c) Reports would be submitted regarding the process of the May elections and EU Referendum to be held in June.
- (d) Presentation on Building Control.
- (e) The work of the Public Relations Team.

43. DATE OF NEXT MEETING

The next meeting of the select committee would be held on Tuesday 5 July 2016 at 7.15p.m. in Committee Room 1.

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Report to Governance Select Committee

Date of meeting: 5 July 2016



Subject: Governance Select Committee - Terms of Reference & Work Programme 2016/17

Officer contact for further information: S. Tautz (01992) 564180

Democratic Services Officer: M Jenkins (01992 56 4607)

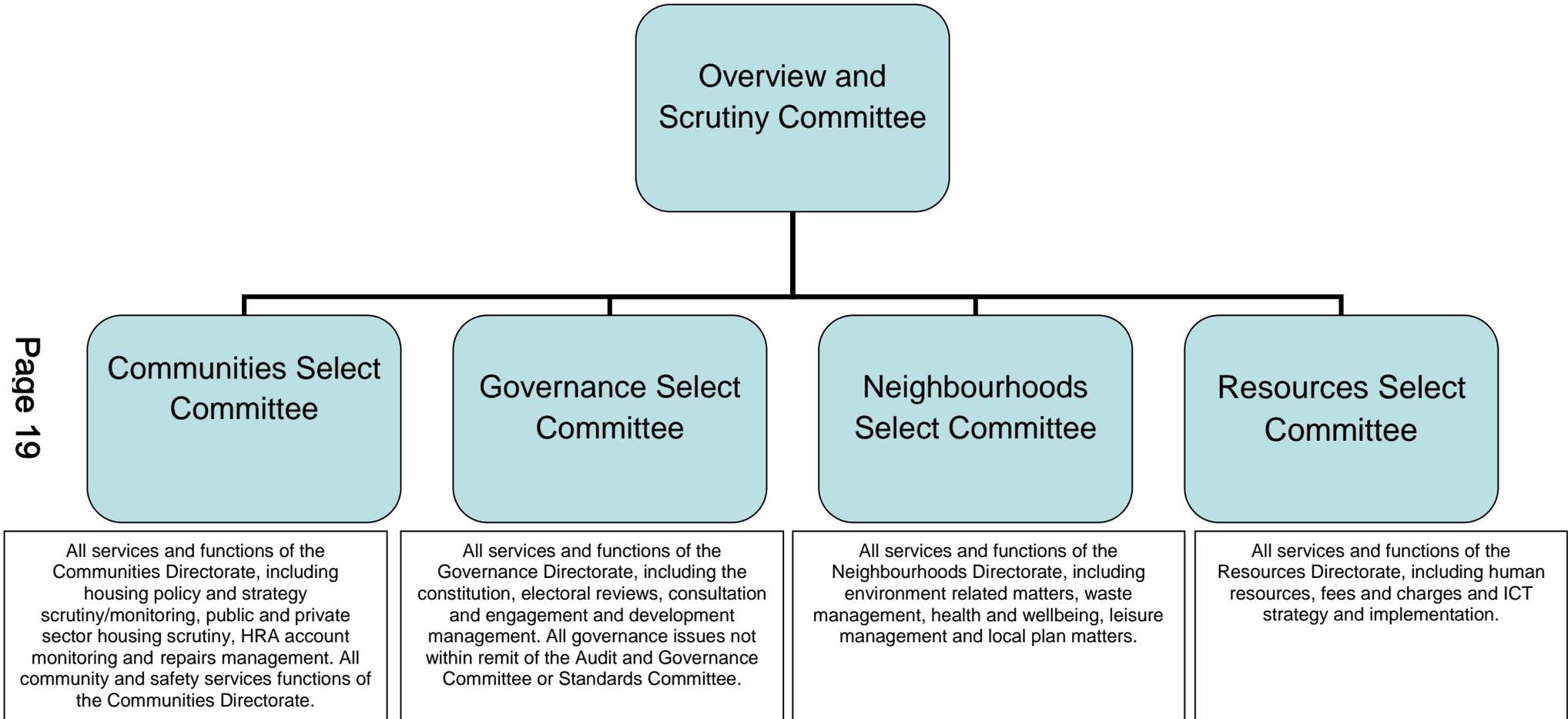
Recommendations/Decisions Required:

- (1) To consider the proposed terms of reference for the Select Committee for 2016/17 and to recommend the terms of reference to the Overview and Scrutiny Committee for adoption; and**
 - (2) To receive a brief presentation from the lead officer for the Select Committee, on the identification of relevant priorities and work areas for the year ahead.**
1. (Director of Governance) As the Committee are aware, an Overview and Scrutiny framework based on a structure of four 'select committees', was established from the commencement of the last municipal year. Details of the select committee framework and the responsibilities of each select committee, which now reflect the management structure of the Council, are attached as Appendix 1 to this report.
 2. The select committee framework ensures that all services have a 'reporting' route for overview and scrutiny and that there is clear scope to the scrutiny activities of each Committee. The framework continues to provide for relevant scrutiny activity to be undertaken by way of the establishment (by the Overview and Scrutiny Committee) of task and finish panels as necessary.
 3. The following 'Lead Officers' have been nominated for each select committee:

Governance Select Committee – N. Richardson (Assistant Director (Development Management))
Communities Select Committee – A. Hall (Director of Communities)
Neighbourhoods Select Committee – D. Macnab (Director of Neighbourhoods)
Resources Select Committee – P. Maddock (Assistant Director (Accountancy))
 4. The respective lead officer will make a brief presentation to members on priorities for the activities of the Select Committee during 2016/17. The initial responsibility of the lead officers is the review of the terms of reference for each select committee. These should reflect the scope of each select committee and provide for regular progress reporting on relevant matters to be made to the Overview and Scrutiny Committee, whilst ensuring consistency of operation across each of the select committees. The terms of reference are required to be considered by each select committee at the first meeting in the municipal year, and then be agreed by the Overview and Scrutiny Committee. The draft terms of reference for this select committee are attached as Appendix 2.

5. The work programme for each select committee should be relevant and achievable, and be informed by relevant service aims and member priorities. The Overview and Scrutiny Committee has indicated that it wishes to adopt a more robust approach to the development of its work programme and that of the four select committees for 2016/17. With this in mind, a 'coordinating group' consisting of the chairman and vice-chairman of the Committee and each of the select committees, the lead officer for each select committee and appropriate support officers, has been established to consider a way forward for the identification of appropriate scrutiny activity during the coming year. It is therefore inappropriate for the Select Committee to formally agree any work programme already in development, until this has been considered by the coordinating group.
6. The lead officer will report with regard to the progress of the work of the coordinating group. In the meantime, the draft work programme attached as Appendix 3 should only be considered on an indicative basis, as this may be subject to change. Once agreed, the work programme will be subject to ongoing review by the Overview and Scrutiny Committee.
7. The calendar of meetings for 2016/17 provides for meetings of each select committee to be held before the Overview and Scrutiny Committee in each cycle. This approach is intended to allow for meaningful reports of the activities of each select committee to be made to the Overview and Scrutiny Committee at each meeting.
8. The Select Committee is asked to consider its draft terms of reference for 2016/17 and to recommend these to the Overview and Scrutiny Committee for adoption.

Overview and Scrutiny Select Committee Framework 2016/17



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GOVERNANCE SELECT COMMITTEE

TERMS OF REFERENCE 2016/17

Title: Governance Select Committee

Status: Select Committee

1. To undertake overview and scrutiny, utilising appropriate methods and techniques, of the services and functions of the Governance Directorate;
2. To develop a programme of work each year, informed by relevant service aims and member priorities, to ensure that the services and functions of the Communities Directorate are appropriate and responsive to the needs of residents, service users and others;
3. To consider any matter referred to the Select Committee by the Overview and Scrutiny Committee, the Cabinet or a relevant Portfolio Holder, and to report and make recommendations directly to the Committee, the Cabinet or such Portfolio Holder as appropriate;
4. To consider the effect of Government actions or initiatives on the services and functions of the Communities Directorate and any implications for the Council's residents, service users and others, and to respond to consultation activities as appropriate;
5. To establish working groups as necessary to undertake any activity within these terms of reference;
6. To undertake pre-scrutiny through the review of specific proposals of the Council and its partner organisations or other local service providers, insofar as they relate to the services and functions of the Communities Directorate, to help develop appropriate policy;
7. To undertake performance monitoring in relation to the services and functions of the Communities Directorate, against adopted key performance indicators and identified areas of concern;
8. To identify any matters within the services and functions of the Communities Directorate that require in-depth scrutiny, for referral to the Overview and Scrutiny Committee; and
9. To recommend the establishment of task and finish panels to the Overview and Scrutiny Committee as necessary, in order to undertake any activity within these terms of reference.

Chairman: Councillor N Avey

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Governance Select Committee (Chairman – Councillor N Avey)

Work Programme 2016/17

Item	Report Deadline/Priority	Progress/Comments	Programme of Meetings
(1) Review of the Elections May and June 2016	29 September 2016	Review of the processes for the EU Referendum, District Council and parish Council Elections	5 July 2016; 29 September; 29 November; 31 January 2017; and 4 April
(2) Review of Public Consultations	5 July 2016	Annual Review	
(3) Key Performance Indicators (KPIs) 2015/16 - Outturn	Outturn KPI performance (Governance indicators only) considered at first meeting in each municipal year.	Outturn KPI performance report for 2015/16 to be considered at the July 2016 meeting.	
(4) Key Performance Indicators (KPIs) 2016/17 Quarterly Performance Monitoring	Quarterly KPI performance (Governance indicators only) considered on a quarterly basis	Quarterly KPI performance reports for 2015/16 to be considered at meetings on: September 2016 (Q1) November 2016 (Q2) January 2017 (Q3)	
(5) Development Management Chair and Vice-Chair's Meeting	TBA	To receive feedback from meetings of Chair and Vice-Chair of the Area Planning and District Development Management Committees.	
(6) Equality Objectives 2012-2016 – 6 monthly reporting	July 2016	Review 6 monthly performance: July 2016 January 2017	

Report to Governance Select Committee

Date of meeting: 5 July 2016

Subject: Consultation Register 2015/16 and 2016/17

Officer contact for further information: Valerie Loftis (01992 56 4471)

Committee Secretary: Mark Jenkins (01992 56 4607)



Recommendation/Decisions Required:

That the Consultation Register for 2016/17 setting out those issues on which public consultation is to be undertaken during the municipal year and those consultation exercises completed during 2015/2016 be noted.

Public Consultation Register

1. A list of consultation (planned and carried out) by the Council, is published on the website and brought to the attention of the Governance Select Committee, in order to meet the general duty and best practice guidelines.
2. All consultation and engagement exercises undertaken by and on behalf of the Council are required to comply with the provisions of the Council's Public Consultation and Engagement Strategy and Policy.
3. As part of the Public Consultation and Engagement Strategy, a Consultation Register has been included in the Council's annual business planning process since 2006/07. It sets out the issues on which we will be consulting residents and customers during the year.
4. The Consultation Register incorporates the results of consultation exercises undertaken during the preceding 12 months. It summarises the purpose, the start and finish dates, the directorate carrying out the surveys and where the results were published.

The Consultation Register shows the overall objectives for each exercise yet to be undertaken and the methods and groups to consult. This is in order to focus consultation and engagement on priorities and operational issues faced in the coming year.

Not included in the Register

5. It was recognised that in establishing this approach, that the need for some consultation exercises would arise subsequent to the publication of the Register. Regular ongoing satisfaction surveys such as housing report cards, or consultation carried out in relation to planning applications, are not included with the Consultation Register or any estate management consultation (eg, tree regeneration or facilities

proposals in a specific estate). The Council's publishes a list of planned consultation exercises on its website.

Appendix 1 to this report shows the Consultation Register for 2015/16 and items planned for consultation in 2016/17.

Community Engagement and Involvement

6. The Council carries out a wide range of community engagement and involvement activities. There are nineteen surveys listed in Appendix 1. Nine are statutory surveys and ten are at the discretion of the service.

Some of the surveys carried out by the Council in the last 12 months were:

- The Homelessness Strategy Survey.
- The revised licence conditions for holiday sites.
- Waltham Abbey and Epping Upland Neighbourhood Plans.

Of the consultations carried out and planned, eight surveys have/had an interactive/online element, two were focus groups and workshops etc., four were paper based postal surveys and two used various methods and two were meetings. One survey was cancelled due to resource issues.

Local Plan

7. The Council's most important and largest consultation for this coming year is the 'Draft Plan – Preferred Approach'

Two major phases of engagement have already taken place on the new Local Plan, as follows:

- **'Visioning'** (late 2010/early 2011) - The Council ran a 'community visioning' consultation, asking residents, businesses questions about what their priorities were for the district over the next 20 years. For example:
 - Where new houses and jobs should be located (in terms of patterns of distribution e.g. close to transport links, near Harlow etc, and not in terms of actual sites).
 - What planning issues needed to be addressed in their local area (e.g. more affordable housing, reduced traffic congestion etc.).
- **Issues and Options 'Community Choices'** (July-October 2012) – The Council ran the Issues and Options consultation, called 'Community Choices'. It was more comprehensive than the visioning stage, asking for opinions on many topics including housing, jobs, Green Belt, town centres, green spaces, and potential sites for housing and/or economic development in the towns and large villages in the district.
- The Council has also consulted on two other documents: the **Scoping Report for Sustainability Appraisal 2012** (which considered how the various options in the Community Choices consultation document might affect the environment, the economy and society) and the **Statement of Community Involvement** (which set

out how we were to engage with the public and interested parties in all planning related matters) which was adopted in 2013.

Evidence Base - technical evidence in accordance with the requirements of the National Planning Policy Framework and Planning Policy Guidance has been gathered including:

- Housing need – Strategic Housing Market Assessment (2015).
- Green Belt – Green Belt Review Stage 1 completed in 2015.
- Landscape – Landscape Character Assessment/Settlement Edge Landscape Sensitivity Study 2010.
- Flood Risk – Strategic Flood Risk Assessment Level 1 update 2015.
- Stage 1 Assessment of the Viability of Affordable Housing, Community Infrastructure Levy and Local Plan (2015).
- Employment – Joint Economic Report (2015) and the Detailed EFDC Economic Report 2015.
- Gypsy and Traveller/Travelling Showpeople’s needs – Gypsy and Traveller Accommodation Assessment 2014.
- Potential sites for future development – Call for Sites and Strategic Land Availability Assessment 2012.
- Climate Change – Carbon Reduction and Renewable Energy Assessment 2013.
- North Weald Airfield – North Weald Masterplanning Study 2014.
- Built Heritage – Heritage Asset Review 2012.
- Leisure – Open Space, Sport and Recreation Assessment 2012.

More information is available online at - <http://www.eppingforestdc.gov.uk/index.php/help/file-store/category/105-evidence-base>.

Work on evidence base studies is still ongoing.

The ‘Draft Plan – Preferred Approach’ stage of formal consultation will commence in autumn 2016. This will set out the sites and policies that the Council think are most appropriate taking into account previous consultation responses and the Evidence Base. It will be a six week statutory consultation, and is open to anyone who is interested, which is likely to include people who live, work and/or do business in the area.

Public Relations consultants ‘Remarkable’ have been commissioned by the Council to help develop the communications strategy for the consultation on the ‘Draft Plan – Preferred Approach’.

Information on the various stages working towards the new Local Plan can be found online at <http://www.eppingforestdc.gov.uk/index.php/contact-us/consultation/planning-our-future>.

Internal Consultation

8. Human Resources have carried out further employee ‘Pulse’ consultation to compare and measure staff attitudes with previous survey results. Staff consultation included a ‘Smoking and Vaping’ survey.

Cost

9. All consultation has a cost whether in officer time, postage or information materials. The majority of the Council's public consultation was carried out in-house, and costs were kept low and within current budgets and accounted for postage and materials only.

A total cost of consultation within the current Register is £114,450. Of this cost, £97,000 was held over from the previous year's planned expenditure for the Local Plan.

Transformation

10. A range of desk-based research and small-scale survey work is being carried out as part of the Transformation agenda. The Council is currently consulting its own members and staff as well as service users and Essex County Council on the Service Level Agreement, which provides District Council Information Services via ECC libraries. The Communications Transformation Project Group is also carrying out consultation to test public recognition of services provided by Epping Forest District Council and other organisations such as ECC and Essex Police as it seeks to understand the link between communications and customer satisfaction. A third internal staff survey at the formative stage is being developed to measure staff readiness to undergo change. Further internal consultation with staff looked at catering and vending machine locations.

Tenant Participation

11. Tenant participation is also important in terms of consultation, especially in areas where tenants and residents need to feel engaged or involved in their neighbourhoods or where new services may be provided, eg, Hillhouse Community Planning Weekend. A proposal has been made for a new development at Hillhouse, which would include a health centre, a swimming pool and an independent living scheme for housing people over 55. This site will take up half of two playing fields.

Budget provision/Personnel/Land: £114,450

Community Plan/BVPP reference: MT03 and MT05 - Medium Term Aims 2011 to 2015

Relevant statutory powers: Consultation is governed by statute and remains under The General Duty of Best Value provided for under Section 3 of the Local Government Act 1999, as amended by s137 of the Local Government and Public Involvement in Health Act 2007.

Background papers: Public Consultation Policy and Strategy

Environmental/Human Rights Act/Crime and Disorder Act Implications: None

Key Decision reference: None

Appendix 1
Epping Forest District Council Public Consultation Register 2015 to 2016 and 2016 to 2017

Planned - Registered	Subject Matter/Issues or Title	Start and Finish Dates (estimated)	Who is commissioning Survey	Overview/Objectives and How will the results be used?	Method and Target Group/s/Cost	Decisions on the results and where can they be viewed?
0415/SD	Proposed Revised Standard Site Licence Conditions for Holiday Sites in Epping Forest District	Feb to April 2015	Director of Communities	The Council is responsible for the licensing of holiday camping and touring sites in its district. A review of the existing site licence conditions has not occurred for many years and it is now considered appropriate to introduce revised standard conditions that are relevant, fair and in line with modern times, for all our sites.	The Private Sector Housing Team asked for comments from holiday park site owners and users. Cost – no additional cost to EFDC.	We amended the conditions to reflect the agreed changes from the consultation. The amended draft conditions were re-circulated to all the site operators and other interested parties for further consultation and no adverse comments were received. The Standard Licence Conditions for Holiday Caravan and Camping Sites in Epping Forest was agreed by Cabinet and adopted by the Council on 11 June 2015.
P0615/RW	Consultation on Homelessness Strategy 2015/16 to 2017/18	June 2015 to Aug 2015	Director of Communities	Homelessness Strategy is a strategic document considering the homeless service provided by the Council.	The consultation took place with key partners, agencies and was carried out by Housing, Communities Directorate. Estimated cost £50.	The Homelessness Strategy 2015-18 has been approved and adopted by the Housing Portfolio Holder and the Strategy is published on the Council's website.
0715/PG	Crime and Disorder Public Perception Survey	July to Sep 2015	Director of Communities	This is a public perception survey of crime and disorder issues in the district. The findings will go towards weighting and determining strategic priorities for the Community Safety Partnership to address during the year. This will then be analysed in the Statutory Annual Partnership Strategic Assessment. The Annual Partnership Plan will be developed around the issues of greatest concern.	General public, residents and businesses within the District. Estimated cost £300.	This consultation did not go as planned. Essex Police have migrated to the Athena data recording system, which experienced reliability issues during implementation. Therefore, it was not possible to carry out a meaningful analysis of the data and overlay public perception at this time. The survey will be done at a later date.
0715/GN	Employee Pulse Survey	July and Aug 2015	Management Board	The Council wishes to engage with staff, seeking their views and encouraging their participation.	A consultation with all Council staff. Focus groups and workshops for: <ul style="list-style-type: none"> • Staff. • Leadership Team - 1 July • JCC - 13 July. 	A report went to the Joint Consultative Committee (JCC) Meeting 13 July.

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					Cost – no additional cost to EFDC.	
0815/SM	Review of Financial Regulations	Aug to Sep 2015	Director of Resources	To gain knowledge of other authorities financial regulations and business practices in order to assist us with our internal review.	Essex Local Authorities Neighbouring London Boroughs, Audit Commission Family Group. Cost – no additional cost to EFDC.	Responses were received from six authorities who showed no clear pattern in the setting of procurement rules.
0815/LW	Epping Upland Parish Council Neighbourhood Plan Area Consultation	Aug to Sep 2015	Director of Neighbourhoods	The Council received an application for the designation of a Neighbourhood Area Plan from Epping Upland Parish Council.	The Council invited comments on the proposed Neighbourhood Area Plan for a period of four weeks. Cost – no additional cost to EFDC.	The designation was agreed with one small exception. The results can be found in the Local Neighbourhood Area Plans section on the Council's website.
0915/IW	Local Council Tax Support Scheme for 2016/17	Sep to Oct 2015	Director of Resources	We wanted to know our residents opinion on the Local Council Tax Support scheme proposals and other budgetary factors.	The responses were collected via the Essex County Council website. Cost – no additional cost to EFDC.	Cabinet 3 December 2015. The scheme was amended to reduce the maximum liability percentage for people of working age from 80% to 75%. A minimum income floor for self-employed people of working age, is to be introduced into the scheme and the proposed Local Council Tax Support Scheme for 2016/17, was agreed and adopted. http://haako/ieDecisionDetails.aspx?AllId=52198
1015/SW	Epping Forest Youth Conference 2015	October 2015	Director of Communities	Youth Councillors consulted with their peers on relevant issues and engaged young people in local politics. This gave them an opportunity to voice their opinions including the European Union.	A conference was held in the Council Chamber and was attended by 90 pupils from year 7 to 11, representing eight secondary schools in the District. Cost – no additional cost to EFDC	The results can be found in The Youth Conference Report, 'Make your Mark'.

Appendix 1
Epping Forest District Council Public Consultation Register 2015 to 2016 and 2016 to 2017

Planned - Registered	Subject Matter/Issues or Title	Start and Finish Dates (estimated)	Who is commissioning Survey	Overview/Objectives and How will the results be used?	Method and Target Group/s/Cost	Decisions on the results and where can they be viewed?
1115/QD	Review of the Waste Management Service Public Comments	Nov to Dec 2015	Director of Neighbourhoods	A review of the waste management contract and the issues surrounding the mobilisation and four day collections services across the District.	A meeting took place on 17 December 2015 and was advertised on the website. Cost – no additional cost to EFDC	This report was reviewed at the Neighbourhoods Select Committee for corrective actions. A further report was made to Cabinet in 2016. Related information and links: http://haako/documents/s66683/Scoping%20Report.pdf
1115/WG	Staff Smoking and Vaping Survey	Nov 2015	Director of Resources	To inform future policy.	An online interactive survey was sent to all employees at all sites. Cost £200	The results were fed back to Management Board, November 2015.
0116/LW	Waltham Abbey Town Council Neighbourhood Area Plan	Jan to Feb 2016	Director of Neighbourhoods	Waltham Abbey Town Council applied for the designation of a Neighbourhood Area Plan. The proposed area follows the parish boundary. The Council invited representations on the proposed Neighbourhood Plan Area.	Comments were sent by email to ldfconsult@eppingforestdc.gov.uk or by post to Planning Policy. The consultation commenced on 12 January 2016 and ran for four weeks. Cost – no additional cost to EFDC	The designation was agreed for the whole Waltham Abbey Neighbourhood Area Plan. The results can be found at the Local Neighbourhood Area Plans on the Council's website.
0116/JC	Impact of an Ageing Population on the Services of Epping Forest District Council	March 2016	Director of Communities	A series of informal consultation focus groups were held with people aged 65-90's, to ascertain what they believe will be their service needs and aspirations as they reach their very old age.	A series of informal consultation focus groups. Cost. £100	The results of the report will be presented to Cabinet in June 2016 and published on the Council's website.
0216/SD	Proposed Standards for Nursery Worker Accommodation	Feb to April 2016	Director of Communities	Proposed Standard Conditions for the Stationing of Caravans used to Accommodate Workers on Nursery Sites were drafted in order to ensure that the accommodation is safe for people to live in.	The draft documents were posted to all site operators of nursery sites in the District in February. We asked for the enclosed questionnaire and any other feedback to be returned to us by 7 April 2016. Cost – no additional cost to EFDC	The consultation period has been extended and the results are pending the completion and analysis of the results.

Appendix 1
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Planned - Registered	Subject Matter/Issues or Title	Start and Finish Dates (estimated)	Who is commissioning Survey	Overview/Objectives and How will the results be used?	Method and Target Group/s/Cost	Decisions on the results and where can they be viewed?
0316/BK	Hillhouse Community Planning Weekend Tenant Participation	March 2016	Director of Communities	A new development has been proposed at Hillhouse which would include a health centre, a swimming pool and an independent living scheme for housing people over 55 to take up half of two playing fields.	The event took place on the 18 and 19 March 2016 at Hillhouse Primary School, Ninefields, Waltham Abbey. The costs formed part of the overall Hillhouse Master planning exercise. The Council's contribution to the overall cost was £17,000.	The Masterplan for Hillhouse is soon to be produced, which takes account of the consultation responses. It will be available from EFDC's website from July 2016.
Planned consultation for following 12 months						
June 2016	Employee Pulse Survey	June to July 2016	Director of Resources	As part of the Council's 'Transformation' project, Human Resources plan to use a management tool survey to determine council staff readiness for change.	An online (interactive) questionnaire will be sent via an email link to all Council staff. At no additional cost to EFDC	The results will be reported to Management Board in the Autumn.
June 2016	Information Service Level Agreement Epping Forest District Council and Essex County Council	June 2016	Director of Governance	This consultation is to examine if the current service level agreement should continue or end on 31 March 2017.	Consultation and Analysis. <ul style="list-style-type: none"> • Statistical analysis of users (residents) via monthly returns. • User Feedback (non-recycling sack). • Councillors, (County, District and Parish/Town Council) consulted via email and the Members Bulletin. • District Council Officers consulted via the internal staff newsletter - District Lines. • Essex County Council Library Service to be consulted via the Group Manager. • Service Users • Councillors • Council Staff • Essex County Council Staff 	To form background information for Councillors during 2017/18 budget setting process.

Appendix 1
Epping Forest District Council Public Consultation Register 2015 to 2016 and 2016 to 2017

Planned - Registered	Subject Matter/Issues or Title	Start and Finish Dates (estimated)	Who is commissioning Survey	Overview/Objectives and How will the results be used?	Method and Target Group/s/Cost	Decisions on the results and where can they be viewed?
					Cost £100	
July 2016	Service Recognition Survey	July to Sept 2016	Director of Governance	To establish levels of public understanding linked to satisfaction. To assist the Transformation process by improving our understanding of our residents views and implementing changes to our services as a result.	A service recognition survey is being prepared as a 'quiz' and is to be used at public events such as the North Weald Air Fete (Community Day). Estimated cost £100	The consultation analysis will be used to inform the Transformation Communications project.
R1214/CB	Draft Plan - Preferred Approach	Start date at end of October 2016 (End date not yet confirmed)	Director of Neighbourhoods	The Local Plan sets out the growth strategy for the District over the next 20 years. An initial consultation held in 2012, identified possible options. The 'Draft Plan – Preferred Approach' is the next stage and will set out the sites and policies that the Council think are most appropriate taking into account previous consultation responses and evidence base.	This is a statutory consultation and will be open to anyone who is interested and will include people who live, work and/or do business in the area. People will be able to respond through the internet, by email, and by post. Cost –£97,000 was held over from the previous year's budget to cover the expenditure for this consultation.	The consultation results will be reported to the elected Councillors at a public meeting (Cabinet) once the responses have been gathered and analysed.
December 2016	Local Council Tax Support Scheme for 2017/18	Dec 2016	Director of Resources	To consult on any proposed changes to the 2016/17 Local Tax Support Scheme.	The responses were collected via the Essex County Council website. Cost – no additional cost to EFDC.	To be reported to the elected Councillors at a public meeting (Cabinet) once the responses have been gathered and analysed.

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Report to: Governance Select Committee

Date of meeting: 5 July 2016

Portfolio: Governance and Development Management (Councillor J. Philip)

Subject: Key Performance Indicators 2015/16 – Q4 (Outturn) Performance

Officer contact for further information: B. Copson (01992 564042)

Democratic Services Officer: M. Jenkins (01992 564607)

Recommendations/Decisions Required:

that the Select Committee reviews performance against the Key Performance Indicators within its areas of responsibility for 2015/16.

Executive Summary:

The Local Government Act 1999 requires that the Council make arrangements to secure continuous improvement in the way in which its functions and services are exercised, having regard to a combination of economy, efficiency and effectiveness.

As part of the duty to secure continuous improvement, a range of Key Performance Indicators (KPI) relevant to the Council's services and key objectives, are adopted each year by the Finance and Performance Management Cabinet Committee. Performance against the KPIs is monitored on a quarterly basis by Management Board and overview and scrutiny to drive improvement in performance and ensure corrective action is taken where necessary.

Reasons for Proposed Decision:

The KPIs provide an opportunity for the Council to focus attention on how specific areas for improvement will be addressed, and how opportunities will be exploited and better outcomes delivered. It is important that relevant performance management processes are in place to review and monitor performance against the key performance indicators to ensure their continued achievability and relevance, and to identify proposals for appropriate corrective action in areas of slippage or under performance.

Other Options for Action:

No other options are appropriate in this respect. Failure to monitor and review KPI performance and to consider corrective action where necessary could have negative implications for judgements made about the Council's progress, and might mean that opportunities for improvement are lost.

Report:

1. A range of thirty-six (36) Key Performance Indicators (KPIs) for 2015/16 was adopted by the Finance and Performance Management Cabinet Committee in March 2015. The KPIs are important to the improvement of the Council's services, and comprise a

combination of some former statutory indicators and locally determined performance measures. The aim of the KPIs is to direct improvement effort towards services and the national priorities and local challenges arising from the social, economic and environmental context of the district.

2. Progress in respect of each of the KPIs is reviewed by the relevant Portfolio Holder, Management Board, and overview and scrutiny at the conclusion of each quarter. This report provides an overview of all KPIs and includes in detail those indicators which fall within the areas of responsibility of the Governance Select Committee
3. A headline end of Q4 (outturn) performance summary in respect of each of the KPIs falling within the Governance Select Committee's areas of responsibility for 2015/16, is attached as Appendix 1 to this report together with details of the specific twelve-month performance for each indicator. Attached at Appendix 2 is the Improvement plan for GOV007 (Appeals – Officers) which failed to achieve its target for the year.

Key Performance Indicators 2015/16 – Quarter 4 Performance

4. **All indicators** - The overall position for all 36 KPIs at the end of the year was as follows:
 - (a) 27 (75%) indicators achieved target;
 - (b) 9 (25%) indicators did not achieve target; although
 - (c) 1 (3 %) of these KPIs performed within its tolerated amber margin.
5. **Governance Select Committee indicators** – Five (5) of the Key Performance Indicators fall within the Governance Select Committee's areas of responsibility. The overall position with regard to the achievement of target performance at the end of the year for these indicators, was as follows:
 - (a) 4 (80%) indicators achieved target;
 - (b) 1 (20%) indicators did not achieve target; and
 - (c) 0 (0%) indicators performed within its tolerated amber margin.
6. The 'amber' performance status used in KPI reports identifies indicators that have missed the agreed target for the quarter, but where performance is within an agreed tolerance or range (+/-). The KPI tolerances were agreed by Management Board when targets for the KPIs were set in February 2015.
7. The Select Committee is requested to review performance at the end of the year in relation to the KPIs for 2015/16 within its areas of responsibility.

Resource Implications: none for this report.

Legal and Governance Implications: none for this report; however performance management of key activities is important to the achievement of value for money.

Safer, Cleaner, Greener Implications: none for this report.

Consultation Undertaken: Relevant Select Committees and the Finance and Performance Management Cabinet Committee.

Background Papers: KPI submissions are held by the Performance Improvement Unit.

Impact Assessments:

Risk Management – none for this report.

Equality: none for this report.

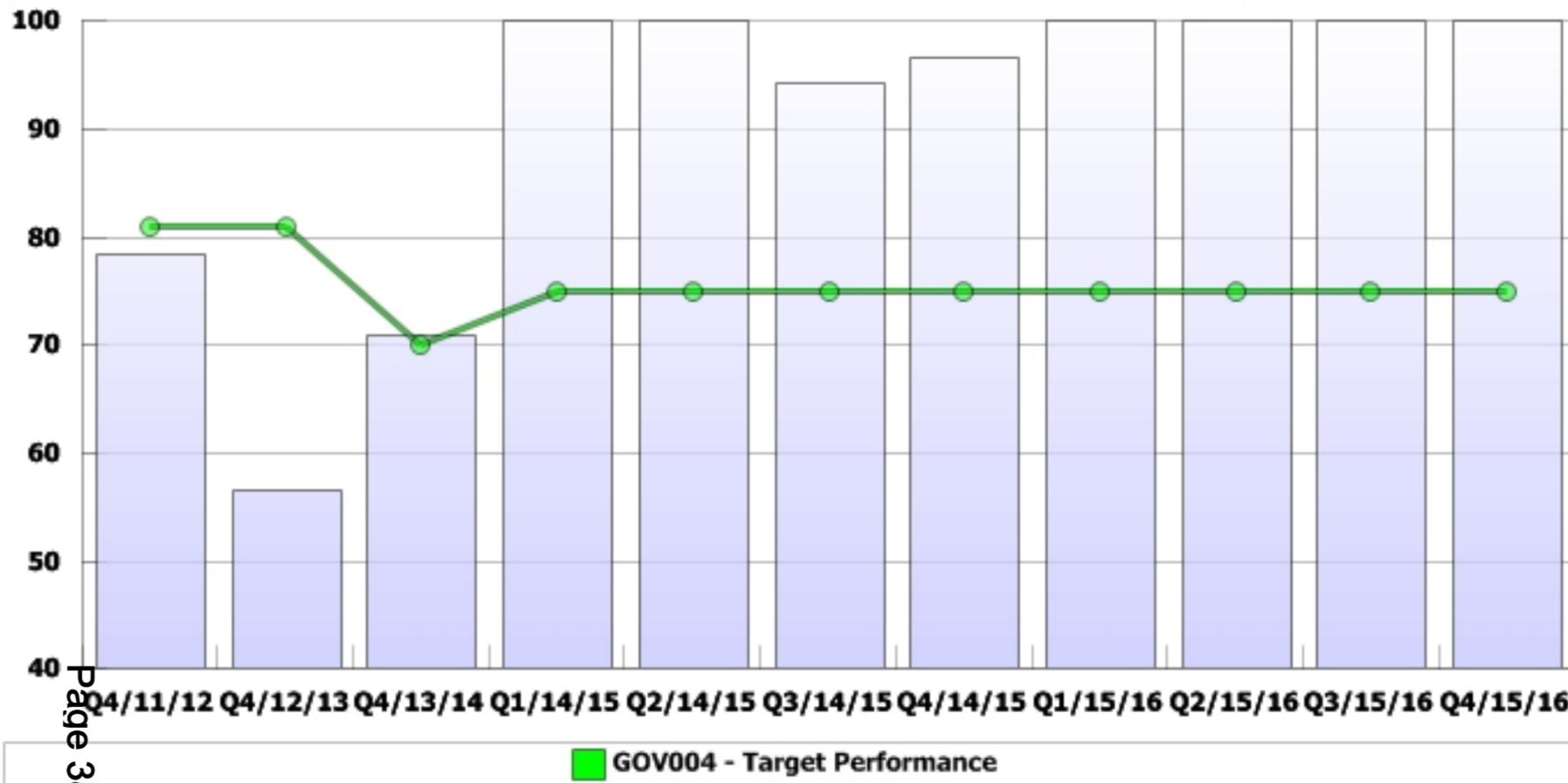
Quarterly Indicators		Quarter 1		Quarter 2		Quarter 3		Quarter 4		Is year-end target likely to be achieved?
		Tgt	Actual	Tgt	Actual	Tgt	Actual	Tgt	Actual	
Communities Quarterly KPIs										
COM001	(Housing rent) (%)	98.00%	100.87%	98.00%	100.11%	98.00%	99.55%	98.00%	100.90%	Yes
COM002	(Void re-lets) (days)	37	38	37	36	37	37	37	41	No
COM003	(Tenant satisfaction) (%)	98.00%	100.00%	98.00%	100.00%	98.00%	99.72%	98.00%	99.75%	Yes
COM004	(Temp. accommodation) (no.)	65	73	65	78	65	84	65	89	No
COM005	(Non-decent homes) (%)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	Yes
COM006	(Modern Homes Std) (%)	825	844	1,650	1,767	2,475	2,752	3,300	3,615	Yes
COM007	(Emergency repairs) (%)	99.00%	100.00%	99.00%	99.27%	99.00%	99.00%	99.00%	99.00%	Yes
COM008	(Responsive repairs) (days)	7.00	5.86	7.00	6.18	7.00	6.44	7.00	6.62	Yes
COM009	(Emergency repairs) (%)	98.00%	98.40%	98.00%	98.32%	98.00%	98.28%	98.00%	98.70%	Yes
COM010	(Calls to Careline) (%)	97.50%	99.91%	97.50%	99.89%	97.50%	99.87%	97.50%	99.87%	Yes
Governance Quarterly KPIs										
GOV004	(Major planning) (%)	75.00%	100.00%	75.00%	100.00%	75.00%	100.00%	75.00%	100.00%	Yes
GOV005	(Minor planning) (%)	90.00%	84.62%	90.00%	91.13%	90.00%	91.67%	90.00%	92.05%	Yes
GOV006	(Other planning) (%)	94.00%	93.96%	94.00%	94.72%	94.00%	95.20%	94.00%	95.17%	Yes
GOV007	(Appeals - officers) (%)	19.0%	0.0%	19.0%	31.8%	19.0%	33.3%	19.0%	30.6%	No
GOV008	(Appeals - members) (%)	50.0%	50.0%	50.0%	50.0%	50.0%	41.2%	50.0%	46.9%	Yes
Neighbourhoods Quarterly KPIs										
NEI001	(Non-recycled waste) (kg)	100	95	199	197	299	297	400	402	No
NEI002	(Household recycling) (%)	64.58%	61.00%	62.53%	60.30%	61.51%	57.90%	60.00%	57.57%	No
NEI003	(Litter) (%)	8%	11%	8%	8%	8%	8%	8%	10%	No
NEI004	(Detritus) (%)	10%	14%	10%	15%	10%	14%	10%	14%	No
NEI005	(Neighbourhood issues) (%)	95.00%	96.22%	95.00%	95.91%	95.00%	96.46%	95.00%	96.78%	Yes
NEI006	(Fly-tip investigations) (%)	90.00%	95.35%	90.00%	95.33%	90.00%	94.32%	90.00%	94.54%	Yes
NEI007	(Fly-tip: contract) (%)	90.00%	90.84%	90.00%	92.42%	90.00%	90.89%	90.00%	91.38%	Yes
NEI008	(Fly-tip: non-contract) (%)	90.00%	67.72%	90.00%	81.28%	90.00%	85.64%	90.00%	86.49%	No
NEI009	(Noise investigations) (%)	90.00%	87.80%	90.00%	91.63%	90.00%	90.52%	90.00%	91.56%	Yes
NEI010	(Increase in homes) (no.)	70	48	111	81	182	102	230	267	Yes
NEI011	(Commercial rent arrears) (%)	3.0%	5.2%	3.0%	4.7%	3.0%	2.6%	3.0%	2.4%	Yes
NEI012	(Commercial premises let) (%)	98.00%	98.98%	98.00%	99.32%	98.00%	98.89%	98.00%	98.89%	Yes
Resources Quarterly KPIs										
RES001	(Sickness absence) (days)	1.54	2.02	3.20	3.88	4.95	5.58	7.00	7.99	No
RES002	(Invoice payments) (%)	97%	95%	97%	96%	97%	96%	97%	97%	Yes
RES003	(Council Tax collection) (%)	27.10%	27.56%	51.98%	52.54%	77.00%	77.91%	96.50%	98.03%	Yes
RES004	(NNDR Collection) (%)	28.38%	28.52%	53.04%	53.54%	78.09%	78.78%	97.20%	97.84%	Yes
RES005	(New benefit claims) (days)	22.00	22.56	22.00	22.36	22.00	21.78	22.00	21.76	Yes
RES006	(Benefits changes) (days)	10.00	7.03	10.00	7.19	10.00	7.29	6.00	4.47	Yes
RES009	(Website Availability) (%)	99.60%	99.96%	99.60%	99.94%	99.60%	99.95%	99.60%	99.94%	Yes
RES010	(Website Broken Links) (%)	94.10%	95.50%	94.10%	100.00%	94.10%	100.00%	94.10%	100.00%	Yes
RES011	(Website Navigation) (%)	79.90%	81.97%	79.90%	81.57%	79.90%	81.04%	79.90%	80.66%	Yes

GOV004 What percentage of major planning applications were processed within 13 weeks or extension of time date?

Additional Information: This indicator ensures that local planning authorities determine major planning applications in a timely manner (within thirteen weeks).

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564042.

Current and previous quarters performance



Quarter	Target	Actual
Q4/15/16	75.00%	100.00%
Q3/15/16	75.00%	100.00%
Q2/15/16	75.00%	100.00%
Q1/15/16	75.00%	100.00%
Q4/14/15	75.00%	96.60%



Annual 2015/16 - 75.00%
 Target: 2014/15 - 75.00%
 Indicator of good performance:
 A higher percentage is good
 ↑ is the direction of improvement

Is it likely that the target will be met at the end of the year?
 Yes



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Comment on current performance (including context):

(Quarter 4 2015/16: cumulative) Excellent performance - All 36 applications for the year have been decided within agreed timescales.

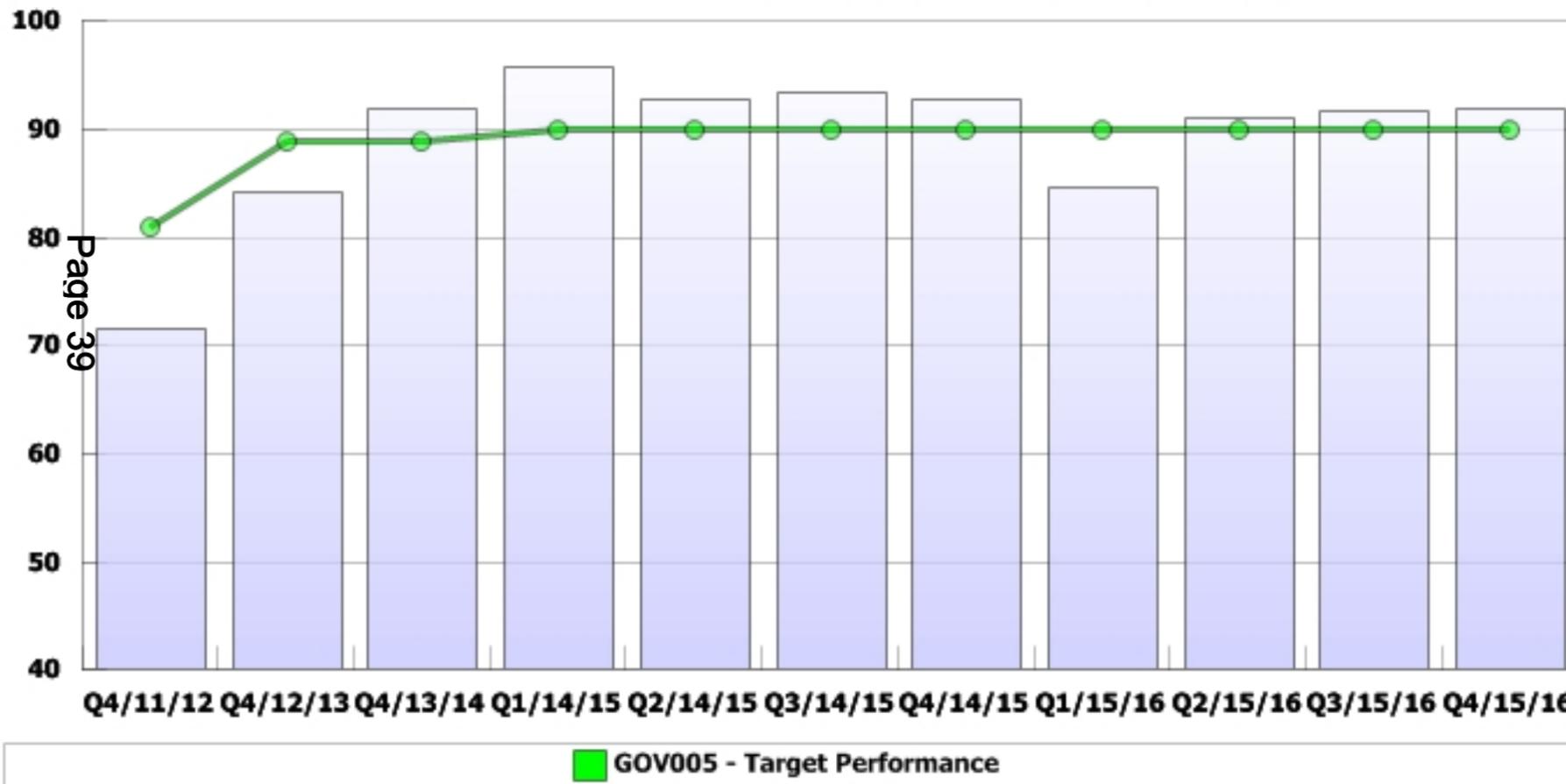
Corrective action proposed (if required):

GOV005 What percentage of minor planning applications were processed within 8 weeks or extension of time date?

Additional Information: This indicator ensures that local planning authorities determine 'minor' planning applications in a timely manner (within eight weeks).

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564042.

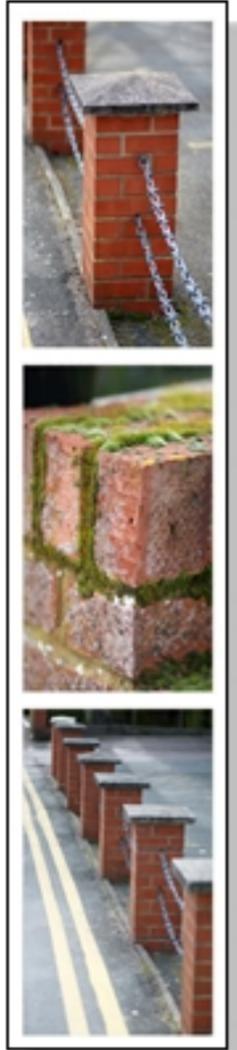
Current and previous quarters performance



Quarter	Target	Actual	Status
Q4/15/16	90.00%	92.05%	✓
Q3/15/16	90.00%	91.67%	✓
Q2/15/16	90.00%	91.13%	✓
Q1/15/16	90.00%	84.62%	✗
Q4/14/15	90.00%	92.90%	✓

Annual 2015/16 - 90.00% (delegated)
 Target: 2014/15 - 90.00% (delegated)
 Indicator of good performance:
 A higher percentage is good
 ↑ is the direction of improvement

Is it likely that the target will be met at the end of the year?
 Yes



Comment on current performance (including context):

(Q4 2015-16) Q4 showed a further slight improvement in performance and in total up to Q4, 382 out of 415 applications were made in time, which is attributable to being fully staffed and partly to the use of Government-backed extension of times beyond 8 weeks, where necessary.

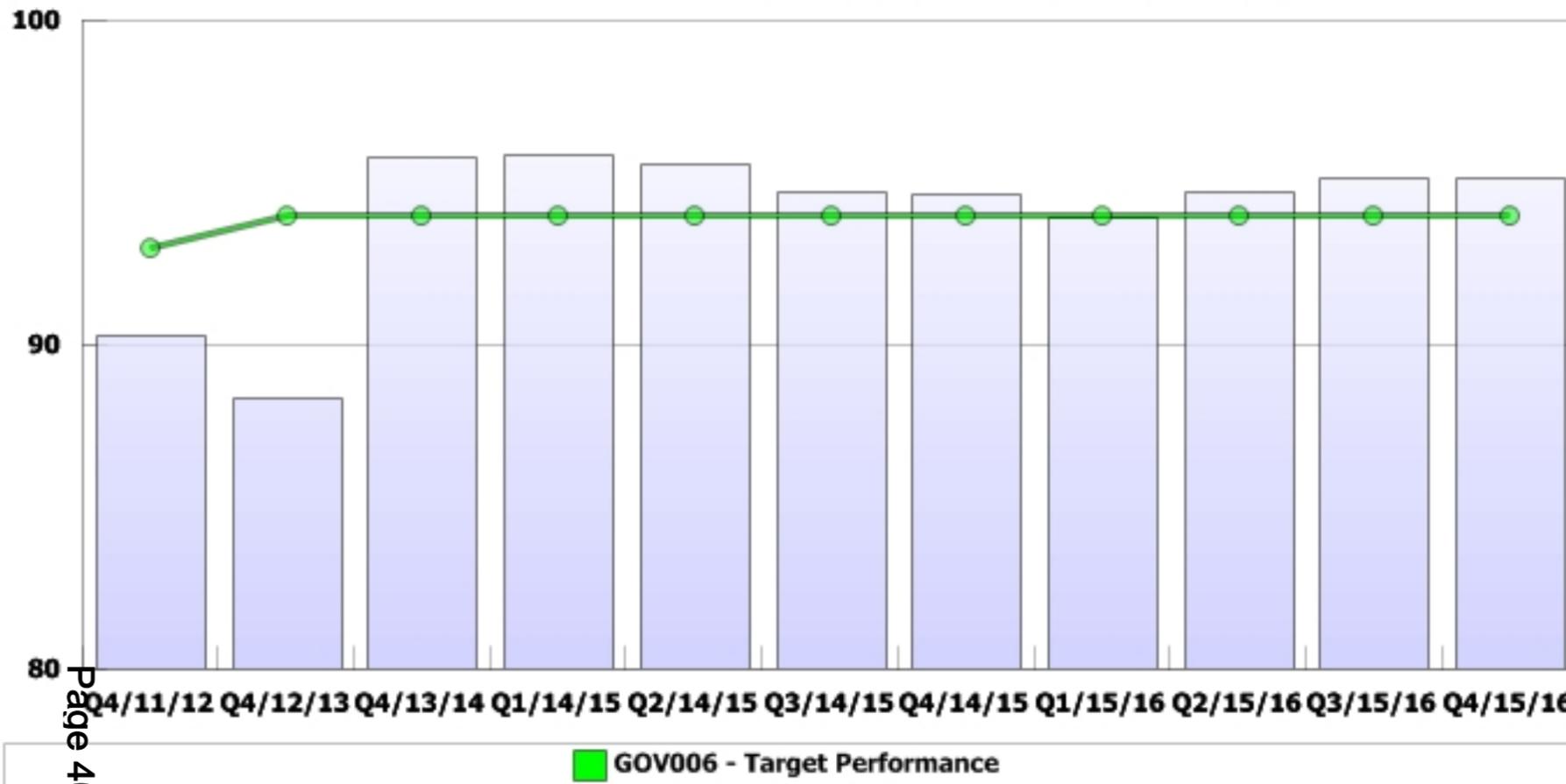
Corrective action proposed (if required):

GOV006 What percentage of other planning applications were processed within 8 weeks or extension of time date?

Additional Information: This indicator ensures that local planning authorities determine 'other' planning applications in a timely manner (within eight weeks).

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564042.

Current and previous quarters performance



Quarter	Target	Actual	Status
Q4/15/16	94.00%	95.17%	✓
Q3/15/16	94.00%	95.20%	✓
Q2/15/16	94.00%	94.72%	✓
Q1/15/16	94.00%	93.96%	✗
Q4/14/15	94.00%	94.69%	✓

Annual 2015/16 - 94.00% (delegated)
 Target: 2014/15 - 94.00% (delegated)

Indicator of good performance:
 A higher percentage is good

↑ is the direction of improvement

Is it likely that the target will be met at the end of the year?

Yes

Comment on current performance (including context):

(Quarter 4 2015-16) GOV006 represents the highest number out of all planning application types decided. Cumulatively, 1182 out of 1242 applications were decided in time, which is attributable to being fully staffed and partly to the use of Government-backed extension of times beyond 8 weeks, where necessary.

Corrective action proposed (if required):

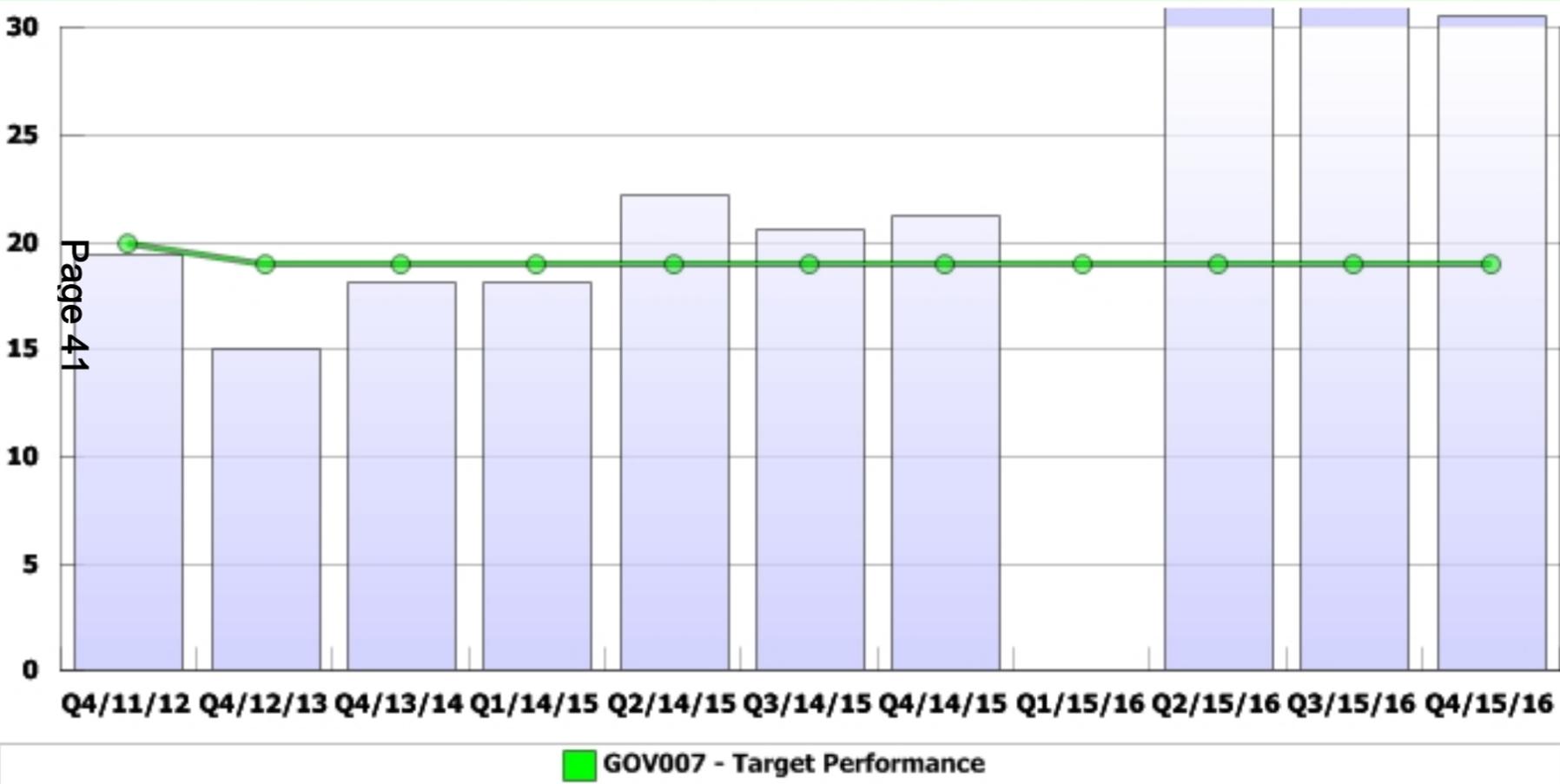
Empty box for corrective action proposed.

GOV007 What percentage of planning applications recommended by planning officers for refusal were overturned and granted permission following an appeal?

Additional Information: This indicator is expressed as a percentage of the no. of appeals determined and seeks to assess the levels of applications that may be refused in order to meet development control performance targets. It measures the performance of only Officer Recommendations for refusal of planning permission

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564042.

Current and previous quarters performance



Quarter	Target	Actual	Status
Q4/15/16	19.0%	30.6%	✗
Q3/15/16	19.0%	33.3%	✗
Q2/15/16	19.0%	31.8%	✗
Q1/15/16	19.0%	0.0%	✓
Q4/14/15	19.0%	21.3%	✗

Annual 2015/16 - 19.0%
 Target: 2014/15 - 19.0%

Indicator of good performance:
 A lower percentage is good

↓ is the direction of improvement

▲

▼

Is it likely that the target will be met at the end of the year?

No

Comment on current performance (including context):

(Q4 2015-16) Of the 49 appeal decisions resulting from officer recommendations to refuse planning permission up to and including Quarter 4, 15 have been allowed. Of the 5 allowed specifically in Q4, these were mainly on design matters and clearly the Planning Inspector did not consider the visual impact of the development to be so harmful.

Corrective action proposed (if required):

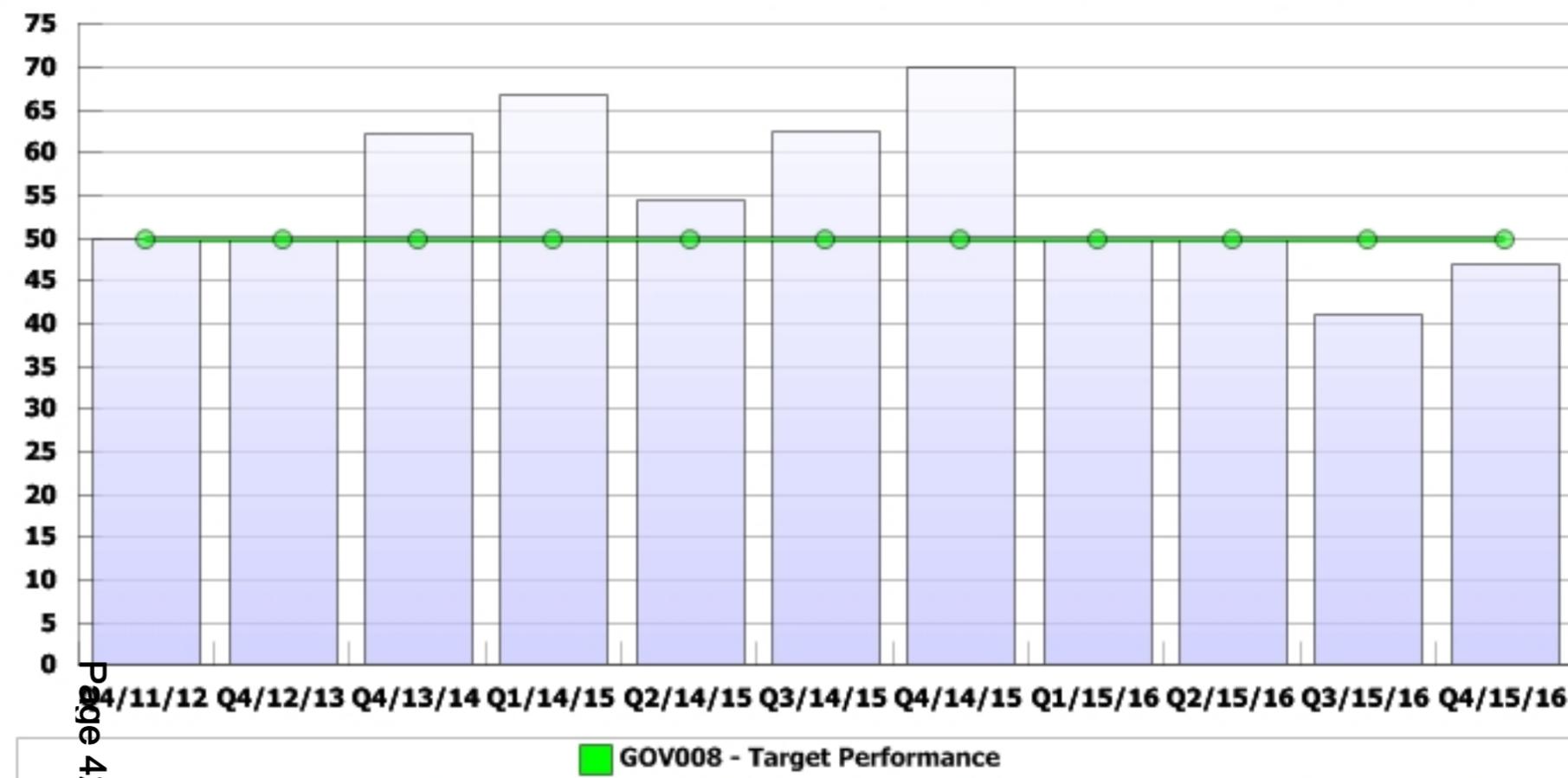
(Q4 2015/16) Governance Select Committee at their December 2015 meeting looked at some of these decisions to see what are the influencing factors in how these appeals have been lost and to improve appeal performance in the future. A further exercise will be on the work programme for the coming year.

GOV008 What percentage of planning applications refused by Council Members against the planning officer's recommendations were granted permission to appeal?

Additional Information: This indicator is expressed as a percentage of the no. of appeals determined and seeks to assess the levels of applications that may be refused in order to meet development control performance targets. It measures the performance of only Officer Recommendations for refusal of planning permission

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564042.

Current and previous quarters performance



Quarter	Target	Actual
Q4/15/16	50.0%	46.9%
Q3/15/16	50.0%	41.2%
Q2/15/16	50.0%	50.0%
Q1/15/16	50.0%	50.0%
Q4/14/15	50.0%	70.0%

Is it likely that the target will be met at the end of the year?

Yes

Annual 2015/16 - 50.0%
Target: 2014/15 - 50.0%

Indicator of good performance:
A lower percentage is good

↓ is the direction of improvement

Comment on current performance (including context):

(Q4 2015-16) As at the end of Q4, Members decisions to refuse planning permission by reversing officer recommendations on planning applications were supported on appeal in 17 out of 32 cases, so that 46.88% (15) were allowed.

Corrective action proposed (if required):

GOV07 What percentage of planning applications recommended by planning officers for refusal were overturned and granted permission following an appeal?

Outturn			Target
2012/13	2013/14	2014/15	2015/16
15.10%	18.18%	21.28%	19.00%

Responsible Officer

**Colleen O'Boyle
Director of Governance**

Improvement Action	Target Dates	Key Measures / Milestones
At monthly Team Meeting of Development Control, assess why any appeal was allowed and whether judgement call by officers in refusing planning permission should next time be different.	November 2015	6 monthly report to members of Area Plans Cttees. Reduce number of appeals allowed.
Planning officer's refusal report state a way forward, if there is one, so as to encourage a resubmission under a new planning application rather than appeal.	Ongoing, review quarterly	Reduction in the number submitted and proportion of those appeal submitted being allowed.

Finely balanced planning applications decisions to be recommended for approval rather than refusal, particularly those decisions taken at officer delegated level.

As and when required.

Reduction in the number submitted and proportion of those appeal submitted being allowed.

Please detail any budget or resource implications of the improvement actions you have listed overleaf. Please quantify any additional resources which will be required to implement the improvements and detail how the additional resources will be allocated.

The current level of staffing and resources should be sufficient. In respect of more complex planning appeal hearings or a public inquiries, there is a Professional Fees annual budget of £24,640, which, when required, pays for specialist advice to help the Council defend appeals. Such examples include, gypsy and traveller appeals, agricultural related cases and highway refusals where there is no highway objection from Essex County Council. Each year, there has been a need to use this consultancy resource, including, where necessary, helping Legal Services pay towards barrister fees.

Please describe any contextual factors, internal or external, which may impact upon the ability to deliver the improvements listed.

Full staff resource within the Development Control section is required to produce appeal statements on a strict time limit and attend hearing etc. All senior planning officers in Development Control have had hearing and public inquiry training.

Where external consultants are required to defend the Council's appeal, we use consultants who are familiar with Epping Forest District and despite the narrow time parameters set by the Planning Inspectorate, this has proved invaluable in helping to defend the appeal.

The reliance on internal staff, again in specialist areas across the Council and Essex County Council, is invaluable.



Report to: Governance Select Committee

Date of meeting: 5 July 2016

Portfolio: Leader (Councillor C. Whitbread)

Subject: Corporate Plan Key Action Plan 2015/16 – Quarter 4 (Outturn) position

Officer contact for further information: Barbara Copson (01992 564042)

Democratic Services Officer: Mark Jenkins (01992 564607)

Recommendations/Decisions Required:

- (1) That the Committee review the outturn position of the Corporate Plan Key Action Plan for 2015/16 in relation to its areas of responsibility; and
- (2) That the Committee identifies any actions arising from the Corporate Plan Key Action Plan for 2015/16 within its areas of responsibility, which require in-depth scrutiny or further report on current progress.

Executive Summary:

The Corporate Plan is the Council's key strategic planning document, setting out its priorities over the five-year period from 2015/16 to 2019/20. The priorities or Corporate Aims are supported by Key Objectives, which provide a clear statement of the Council's overall intentions for these five years.

The Key Objectives are delivered by an annual action plan, with each year building upon the progress against the achievement of the Key Objectives for previous years. The annual action plans contain a range of actions designed to achieve specific outcomes and are working documents are therefore subject to change and development to ensure the actions remain relevant and appropriate, and to identify opportunities to secure further progress or improvement.

The Corporate Plan Key Action Plan for 2015/16 was agreed by the Cabinet in March 2015. Progress in relation to individual actions and deliverables is reviewed by the Cabinet and the Overview and Scrutiny Committee on a quarterly and outturn basis. In May 2016 Management Board agreed that scrutiny could be enhanced by consideration by the Select Committees on a quarterly basis.

Reasons for Proposed Decision:

It is important that relevant performance management processes are in place to review progress against the key objectives, to ensure their continued achievability and relevance, and to identify proposals for appropriate corrective action in areas of slippage or under-performance.

Some actions have cross directorate responsibility. Where this is the case the most appropriate Select Committee is requested to consider the action. This report presents outturn progress against the Key Action Plan for 2015/16 for actions most appropriately considered by the Governance Select Committee at the end of the year (31 March 2016).

Other Options for Action:

Actions with cross directorate responsibility could be considered by an alternative Select Committees, or not considered by the Select Committees.

Report:

1. The Corporate Plan 2015-2020 is the Council's highest level strategic document. It sets the strategic direction for the authority for the five year lifetime of the Plan. It focuses on a number of key areas that the Council needs to focus on during that time and helps to prioritise resources to provide quality services and value for money. These key areas are known as the Corporate Aims and are supported by a set of Key Objectives which represent the Council's high-level initiatives and over-arching goals to achieve the Corporate Aims. The Key Objectives are in turn, delivered via an annual Key Action Plan.
2. The Key Action Plan 2015/16 is populated with actions or deliverables designed to secure progress against each of the Key Objectives during 2015/16. During the subsequent years in the lifetime of the Key Objectives, annual action plans will be developed which build on progress achieved during preceding years.
3. The annual action plans are working documents and are therefore subject to change and development to ensure that the actions remain relevant and appropriate, and to identify opportunities to secure further progress or improvement. Since Cabinet agreed the action plan in March 2015, five (5) additional actions were identified as appropriate to progress the Key Objectives during 2015/16, and these were therefore added to the action plan from quarter 2.
4. Progress against the Key Action Plan is reviewed on a quarterly basis to ensure the timely identification and implementation of appropriate further initiatives or corrective action where necessary. Quarter 4 (outturn) progress against the individual actions of the 2015/16 Key Action Plan, is as below: In reporting outturn progress, the following 'status' indicators have been applied to the to individual actions:

Achieved - specific actions have been completed or in-year targets achieved; or

Behind Schedule - specific actions have not been completed or achieved in accordance with quarterly or other in-year targets.

There are 55 actions in the Key Action Plan 2015/16. At the end of the year:

- 36 (65%) of these actions have been achieved by year end; and
- 19 (35%) of these actions have not been achieved by year end.

Seven (7) actions fall within the areas of responsibility of the Governance Select Committee. At the end of the year:

- 6 (86%) of these actions have been achieved at year end; and
- 1 (14%) of these actions have not been achieved by year end.

5. The Committee is requested to review the outturn position of the Corporate Plan Key Action Plan for 2015/16 as set out in Appendix A of this report, and identify any actions that require more in-depth scrutiny or further progress reports.
6. This report was also considered by the Cabinet on 9 June 2016 and the Overview and Scrutiny Committee on 7 June 2016.

Resource Implications:

None for this report.

Legal and Governance Implications:

None for this report. Performance monitoring contributes to the delivery of value for money.

Safer, Cleaner, Greener Implications:

None for this report.

Consultation Undertaken:

The performance information set out in this report has been submitted by each responsible service director.

Background Papers:

Relevant documentation is held by responsible service directors.

Impact Assessments:

Risk Management

None for this report.

Equality:

None for this report.

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Key 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 Directorates	Target Date	Status	Progress
2) Approach neighbouring authorities to carry out checking and vetting of Building Control plans through partnership working.	Governance	31-Jan-16	Achieved	<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>(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>(Q4 2015/16) Finished year above revised target and we continue to add partners to our list of those we work with</p>
3) Review the shared opportunities with the Public Law Partnership: <ul style="list-style-type: none"> to pool knowledge when implementing legislative change, to work towards standardising documentation used in the provision of services across the partnership, and to take advantage of reductions in the 	Governance	31-Mar-16	Achieved	<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>(Q4 2015/16) We continually review potential opportunities. As members of the Public Law Partnership we can negotiate economies of scale, for example access to research books. We also share legal advice and strategies for common issues.</p>

costs of on-line library services and training which are negotiated by the partnership.				
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Key Objective (iii) (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.

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Action	Lead Directorates	Target Date	Status	Progress
3) Establish a multi-disciplinary officer group to undertake a review and report on proposals for improving customer contact with the Council.	Governance	31-Mar-16	Achieved	<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> <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> <p>(Q4 2015/16) Report considered by Cabinet and agreed. Proposals being taken forward by a multi-disciplinary and cross directorate team.</p>

(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
3) Scan old Development Control & Building Control files and microfiche and increase the number of planning records available on the Council's website.	Governance	31-Mar-16	Achieved	<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 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> <p>(Q4 2015/16) The number of microfiche records now on website has increased significantly. Planning now comes in the top 10 most popular hits on the website. This work is an ongoing process.</p>

<p>4) Investigate and, if possible, implement the returns of Local Land Charges Searches by email.</p>	<p>Governance</p>	<p>31-Mar-16</p>		<p>Behind Schedule</p>	<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> <p>(Q4 2015/16) Legislative changes to the CON29 form which has a statutory deadline, have necessitated that it is prioritised, rather than this project. This project will be rescheduled taking into account the workloads of both Land Charges and ICT, and is likely to be achieved in 2016.</p>
<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.</p>	<p>Governance</p>	<p>30-Apr-16</p>		<p>Achieved</p>	<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> <p>(Q4 2015/16) Work continues as above and current contracts will be accessible by this method.</p>

<p>6) Identify, during audits, any manual documentation or process that can be improved by conversion to electronic form</p>	<p>Governance</p>	<p>31-Mar-16</p>	<p>Achieved</p>	<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>(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>(Q4 2015/16) Conversions to electronic format continue to be identified through audits. In addition this approach has been taken more widely via the Transformation Programme.</p>
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Report to: Governance Select Committee

Date of meeting: 5 July 2016

Portfolio: Governance and Development Management (Councillor J. Philip)

Subject: Equality Objectives 2012-2016 – Outturn report and compliance with the public sector equality duty.

Officer contact for further information: Barbara Copson (01992 564042)

Democratic Services Officer: M Jenkins (01992 564607)

Recommendations/Decisions Required:

That the Select Committee reviews the outturn position in relation to the Equality Objectives 2012-2016 and other work to ensure the Council's compliance with its equality duties.

Executive Summary:

The Equality Act 2010 placed a number of responsibilities on the Council, including a Public Sector Equality Duty (PSED) to have due regard to equality in the exercise of its functions, to the need to eliminate discrimination, to advance equality of opportunity, and to foster good relations between persons who share a relevant characteristic and those who do not. Further specific responsibilities were introduced requiring the adoption of equality objectives to improve equality for service users and employees, to carry out equality analysis, and to publish equality information.

In March 2012, the Cabinet agreed four equality objectives for the four years from 2012 to 2016, designed to help the Council meet the aims of the PSED. This report reflects progress against these objectives at the end of their lifetime, and other work to ensure compliance with its equality duties.

Reasons for Proposed Decision:

In view of the corporate importance of the achievement of these objectives, and ensuring compliance with the PSED, progress is reported to the Select Committee on a six monthly basis.

Other Options for Action:

None. Failure to monitor and review progress against the Equality Objectives and to take corrective action where necessary, could have negative implications for judgements made about the Council, and might mean that opportunities for improvement are lost.

Report:

1. The Equality Act 2010 places a number of obligations on the Council designed to integrate consideration of the advancement of equality into its day to day business. It

places a responsibility on bodies subject to the duty to consider how they can work to tackle systematic discrimination and disadvantage affecting people with particular characteristics. The benefits sought include better informed decision making and policy development, a clearer understanding of the needs of service users, increased satisfaction and better quality services.

2. Progress against the Council's equality duties is reported to Management Board and the Governance Select Committee at 6 monthly intervals. This report provides a outturn position statement in relation to the Council's equality objectives for 2012-2016, and other work to deliver the Council's statutory equality duties.

Equality Objectives

3. As last reported to the Committee in November 2015 the actions to deliver the objectives for the four years up to March 2016 have been largely completed. Where some deliverables are outstanding these are where work is in progress but has not been completed by the deadline. The Corporate Equality Working Group (CEWG) will continue to monitor outstanding action deliverables.
4. Over the course of the lifetime of the action plan, developments elsewhere in the organisation, or operational requirements, or sometimes to build on progress already achieved, have led to changes to the deliverables of certain actions, or the approach to delivering the actions. Where this is the case, the progress reported reflects the work achieved nevertheless, together with an explanation of how the work will be addressed if still appropriate.
5. A schedule detailing progress against individual actions is attached as Appendix 1 to this report. In reporting progress against the objectives, the following 'status' indicators have been applied to individual actions as appropriate to reflect outturn position:

Achieved (Green) - specific actions have been completed or relevant targets achieved;

Behind Schedule (Red) - specific actions have not been completed or achieved in accordance with relevant targets;

- 31 (94%) of the 33 actions have been achieved within the relevant targets, and
- 2 (6%) of the 33 actions have not been achieved although significant progress has been made.

6. The Committee will recall that the process to develop a set of objectives for the four years up until 2020 has been underway and coordinated by the CEWG. This second set of objectives has been designed to build upon the original set and seeks to embed a consideration of equality into a wider range of Council activities. Therefore it addresses equality in our partnership working; in our commissioning, procurement and contract management; in our business activities; and by building our capacity to deliver equality. These objectives were adopted by Cabinet in April 2016. CEWG has since met to identify priorities and delivery approaches for actions to achieve these objectives within timescales.

Equality Analysis

7. A three year programme of equality analysis commenced in April 2014. Analysis is the process by which we gain an understanding of the impact of our policies and activities on people. This understanding is a requirement of the legislation. In the course of 2016/17 the process will be reviewed and a new schedule produced for 2017/18.

Equality Information

8. Equality Information must be published annually, with the latest report being published in August 2015 and which was well received by elected members. A further report will be produced in July 2016.

Equality policy and scheme

8. Whilst it is not a requirement of the legislation to produce an equality policy or scheme, it is felt by the CEWG that it is a good way to set out our approach to meeting our statutory responsibilities, and therefore these documents will be reviewed and updated in the course of the current year.
9. The Committee is requested to review the outturn position in relation to the achievement of the equality objectives for 2012/16; and other work to meet the Council's statutory equality duties.

Resource Implications:

None for this report.

Legal and Governance Implications:

This work complies with the Equality Act 2010.

Safer, Cleaner and Greener Implications:

None for this report.

Consultation Undertaken:

Not applicable to this report.

Background Papers:

Equality Scheme and Equality Objectives 2012-16 / Equality Policy 2011

Impact Assessments:

Risk Management

None for this report.

Equality

This report seeks to ensure the development and coordination of a corporate approach to the Council's statutory equality duties. Actions discussed in this report cover the full range of the Council's services, and its dual role of service provider and employer. Whilst no equality implications arise from this report, the appropriateness of actions to deliver the objectives, together with the successful achievement of the objectives, have the potential to impact on service users and employees across all the protected characteristics.

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Objective 1: Develop existing customer and employee equality intelligence gathering systems and the use of intelligence in service planning

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Equality Objective Actions	Owner	Initiative Status	Initiative Progress
EO1.01 - Develop Corporate Equality Monitoring Policy and Guidance and publish on intranet	Barbara Copson	Achieved	Policy agreed by Cabinet on 3 Dec 2012 and uploaded to intranet. Action complete.
EO1.02a - Carry out pilot exercise to develop and implement three bespoke equality monitoring systems.	Derek Macnab Colleen O'Boyle Bob Palmer Alan Hall	Behind schedule	In July 2014 CEWG decided pilot exercises should be completed in all Directorates. The following services have undertaken monitoring exercises: Communities Directorate - an exercise by Sports Development was undertaken in 2012. A further exercise involving the Caring and Repairing service has been undertaken during 2015. Governance Directorate - Equality monitoring undertaken during March 2016 by external architects and community engagement consultants JTP, for the Hill House development application. Data to be disaggregated and report produced during April. Neighbourhoods Directorate - The Assisted Collection service has collected equality monitoring data. Progress report required for CEWG in April 2016. Resources Directorate - The report on Recruitment Monitoring has been completed and feedback was given to CEWG in January 2016.
EO1.02b - Promote Equality Monitoring Policy and Guidance as required	Barbara Copson	Achieved	An article was included in the Winter 2012 edition of The Forester explaining why equality monitoring was undertaken, and further information was included in the November 2013 equality update for staff, Fair Ground. Equality Monitoring will be publicised again when the pilot exercise in Action 1.02a is completed. Further information will be made available as required in the future. Action Complete.
EO1.03 - Develop and implement as necessary, bespoke equality monitoring systems within relevant services	Bob Palmer Alan Hall Colleen O'Boyle Derek Macnab	Achieved	This Action was linked to E01.2a, the completion of pilot exercises, and as a result has been held back by the delays in their completion. In July 2014 CEWG decided the link was unnecessary and should be removed. It is understood that many service areas now collect and use equality monitoring data in their service planning and delivery. Work to determine service areas for which equality monitoring data is appropriate and therefore those in which systems and practices should be in place is now in progress as

				necessary.
EO1.04a - Include evidence of due regard as relevant in reports to the Council's decision making bodies	Glen Chipp Colleen O'Boyle Derek Macnab Alan Hall Bob Palmer		Achieved	New approach developed and agreed by MB for introduction 1 July 2014 whereby Cabinet and portfolio holder report templates are amended to include a Due Regard Record (DRR) as an additional page. Relevant equality information to be recorded on the DRR by the report author for use by Cabinet or Portfolio holders in their decision making. It has been agreed in principle that existing Planning and Licencing report templates will be amended to encourage the inclusion of equality information. Reports to Management Board will continue to use the existing system. Action complete.
EO1.04b - Conduct pilot exercise on use of Due Regard Record as mechanism to ensure decision making bodies are aware of equality implications of reports under consideration.	Barbara Copson		Achieved	Due Regard Record pilot was completed in February 2014 and reviewed by CEWG in April. CEWG recommendations agreed by MB in June 2014. (see EO1.04a) Action complete.
EO1.05 - Identify and annually update sources of non-service specific equality information and place on intranet	Barbara Copson		Achieved	Factsheet produced providing details and links to reports, data, and research providing local and national information about the protected characteristics. The factsheet, Factsheet 2: Sources of Information about Equality Protected Characteristics, is one of a set of factsheets produced to support the Equality Analysis Toolkit and guidance). The Toolkit and factsheets are available on the Intranet. Action Complete
EO1.06 - Review committee report guidance and publish on intranet	Barbara Copson		Achieved	Factsheet 'Providing equality information to Cabinet or a Portfolio Holder' has been produced as part of the Equality Analysis Toolkit and replaces former committee report guidance. Published on the intranet. Action complete.
EO1.07 - Deliver briefing session concerning the monitoring of reports for evidence of due regard to chairs of agenda planning groups	Barbara Copson		Achieved	Briefing for Chair of Cabinet APG provided 25 September 2013 Action Complete

Objective 2: Ensure ownership of equality by those within the Council in a position to shape services, for example Councillors and managers

Equality Objective Actions	Owner	Initiative Status	Initiative Progress
EO2.01 - Explore with the Local Strategic Partnership opportunities to share equality awareness and information	Barbara Copson	Achieved	Equality information sharing is to be progressed via the LSP Board and the Epping Forest Compact. The Epping Forest Compact has been reviewed and approved by the Corporate Governance Group and awaits presentation to the LSP Board which has not met for some time. Efforts are in hand by the LSP Manager to resurrect the Board and if successful the Compact (and the equality information sharing arrangements it includes) will be presented for consideration and support.
EO2.02 - Review and refresh as necessary, existing equality training for members	Simon Hill	Achieved	Equality training developed for Members has been included in the Councillor Development Programme from 2014/15. Action Complete
EO2.03 - Deliver appropriate equality training for members	Simon Hill	Achieved	Introduction to Equality training delivered to Members in June 2014 and again in May 2015. Action complete.
EO2.04 - Introduce arrangements for directorate based reporting of equality achievements as part of the annual 'Equality Report'	Barbara Copson	Achieved	Equality Information Publishing Guidance agreed by CEWG 22/11/12. Cross-directorate training delivered to 21 officers on 9 January 2013. Action complete.

Objective 3: Develop engagement across all the protected equality groups

Equality Objective Actions	Owner	Initiative Status	Initiative Progress
EO3.01 - Develop and publish an Equality Profile of the District to assist the completion of robust equality analysis and informed decision making	Barbara Copson	Achieved	Equality profile produced and uploaded to the Intranet as one of the Factsheets supporting the Equality Analysis Toolkit. Action complete.
EO3.02 - Review how existing engagement activities can be developed.	Barbara Copson	Achieved	Existing engagement reviewed via the Equality Consultation report produced by PR and Marketing, and the earlier Consultation Opportunities Register

				produced by the PIU. It is considered additional value can be gained from existing engagement by considering the results of service/activity equality analysis alongside the engagement currently undertaken by responsible directorates, to see if any requirements identified through the equality analysis process can be addressed through those engagement channels. Guidance note produced for Directorates.
EO3.03 - Develop and adopt an Equality Engagement Plan	Barbara Copson		None	This is linked to 3.02 above. As equality engagement will be developed through the development of existing engagement, this action is no longer required.
EO3.04 - Carry out equality engagement according to equality engagement plan (see 3.3 above)	Bob Palmer Alan Hall Derek Macnab Colleen O'Boyle		None	This is linked to 3.02 and 3.03 above. As equality engagement will be developed through the development of existing engagement, this action is no longer required.
EO3.05 - Explore and facilitate opportunities for interaction between Council Members and community groups and representatives.	Bob Palmer Alan Hall Derek Macnab Colleen O'Boyle		Achieved	This is linked to 3.02. Equality Training has been delivered to Members. Members engage wide a wide range of community groups and the development of equality engagement through the development of existing engagement will result in increased interaction between members and community groups.
EO3.06a Undertake feasibility study for provision of a fully accessible meeting room facility at the Civic Offices	Bob Palmer		Achieved	New desks are in place in committee rooms which are easier to manoeuvre, and a text messaging service linked to the Fire Alarm system for any hearing impaired or deaf visitors or employees has been implemented. Adjustments to partitions and doors for full accessibility is yet to be progressed. Corporate plans for the use of space and offices may generate further options and opportunities. Head of Transformation advised and will consider as appropriate through the Transformation Programme.
EO3.06b Subject to 3.6a above, prepare and submit bid for appropriate funding.	Bob Palmer		(none)	This has been transferred to the Transformation Programme and is no longer deliverable through this action plan.

Objective 4: Ensure that the Council’s culture, systems and working practices allow for the development of a management profile representative of its workforce as a whole

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Equality Objective Actions	Owner	Initiative Status	Initiative Progress
EO4.1(a) Annually report anonymised details of the Council's workforce at Grade 8 and above, in the context of the whole staff equality profile, to CEWG.	Paula Maginnis	Achieved	10/10/13 HR Workforce profile made available to CEWG and the public in respect of : Age Disability Faith (Religion) Race Sex Sexual orientation. Workforce profile at grade 8 summary made available to CEWG and the public in respect of: Sex (female only) Disability Race. Information is to be analysed to identify trends and submitted to CEWG for consideration and recommendations prior to submission to MB. Reports to be produced annually from June 2014.
EO4.01(b) Ensure publication of anonymised details of the Council's workforce at Grade 8 and above, in the context of the whole staff equality profile.	Denise Tur	Achieved	10/10/13 HR Workforce profile published on website in respect of: Age Disability Faith (Religion) Race Sex Sexual orientation. Workforce profile at grade 8 summary published on website in respect of: Sex (female only) Disability Race. Information produced and considered by CEWG for analysis of trends and recommendations. Information submitted to MB and considered by Finance and Performance Management Scrutiny Panel in November 2014. Information to be produced for consideration by CEWG before progressing to MB. To be published annually from June 2014. Action Complete.
EO4.02 - Carry out analysis of workforce data to identify trends and patterns in areas as identified by CEWG.	Denise Tur	Achieved	CEWG considered equality information generated under EO4.01(b) and made recommendations for inclusion in its subsequent reporting to MB. This information is an annual requirement and CEWG will consider and analyse subsequent annual equality information reports to identify trends and patterns. Action complete.
EO4.03 - Undertake a comprehensive review of the Council's recruitment and selection processes to demonstrate transparency, promote equality, and ensure best practice and safeguarding	Paula Maginnis	Achieved	A review of recruitment and selection processes has been undertaken and presented to CEWG and JCC in January 2014. Implementation through 2014 as part of the Safer Recruitment Policy. Action complete.
EO4.04 - Investigate, identify and pursue (where agreed) standards and accreditations to help demonstrate the	Denise Tur	Achieved	Two Ticks Disability standard re-awarded in May 2014. Mindful Employer standard awarded 3 October 2013.

Council's commitment to equality and increase awareness. Deadlines for achievement of accreditations to be identified by Corporate Equality Working Group (CEWG)				
EO4.05 - Produce and display appropriate publicity material relating to equality characteristics: such as posters etc. outlining the Council's commitment to equality	Tom Carne Barbara Copson		Achieved	The sexual orientation characteristic has been promoted through the Council's support of LGBT History Month in February 2014 and 2015. An initiative to develop an image library showing a diverse population in ordinary settings awaits the allocation of staff resources to undertake the project. Project offered without success to an apprentice. Interview with senior female member of staff around her route to success has been published in Fair Ground and District Lines. See EO4.06 Further interviews will explore a variety of staff of varying levels, jobs and characteristics and examine how they have achieved their path within the Council (and the barriers that may have been faced) to work towards their own personal goals for success.
EO4.06 - Determine what types of equality related employee information (other than data, see 4.1) can be made available to employees to support awareness of equality issues.	Denise Tur Barbara Copson		Achieved	This is being progressed via a series of interviews with employees with different characteristics who have progressed their career within the Council perhaps by a non-conventional route. The first has been undertaken with a female employee. Interview published in spring/summer edition of Fair Ground and June edition of District Lines.
EO4.07 (a) - Undertake a comprehensive review of the Council's existing arrangements for employee engagement	Paula Maginnis		Achieved	In 2012 Management Board agreed initial recommendations for improving employee engagement, and that a review of the Terms of Reference of the Joint Consultative Committee (JCC) would be undertaken (see 4.7(b)). This JCC Terms of Reference review was subsequently considered by Cabinet in February 2015 and due to the passage of time, a project has been undertaken to capture the current position with staff engagement. A final project report, Engagement Strategy and Action Plan, will be submitted to the JCC in November 2015. An Employee Survey has also been undertaken and this report will be submitted to Management Board in November 2015.
EO4.07(b) Undertake comprehensive review of current terms of reference of Joint Consultative Committee	Paula Maginnis		Achieved	Report on Terms of Reference from Paula Maginnis was considered by Cabinet in February 2015. Action complete.
EO4.08 - Review and analyse the	Julie Dixon		Behind	Analysis of Evolution Programme completed. The report at EO4.02 was

attendance on the Evolution Programme as a comparison of the whole workforce			schedule	considered by CEWG and recommendations made in September 2014. 4 more cohorts have now completed ILM qualifications. Suggest update of report before going to MB. The update of the report is still outstanding but additional resource has been requested in order to complete this task.
EO4.09 - Ensure consistency of application of flexible working practices	Paula Maginnis /Sarah Marsh		Achieved	Following discussions with the Leadership Team and employees the Flexi Scheme and Flexible Working Policies have been reviewed and discussed by Management Board a report will be submitted to JCC in November 2015. In addition a Home Working Policy has been developed for agreement. It should be noted that the Policies do not promote a 'one size fits all' approach as agreement to work flexibly will depend on service need, existing arrangements in teams and the requirements of the individual which will vary. Once the policies have been agreed they will be publicised in District Lines.
EO4.10 - Review and refresh as necessary existing equality training for officers	Julie Dixon		Achieved	Progress has been made to review and refresh equality training by providing up-to-date cases and examples of good practice in July 2013; and by the development of an e-learning package. In September 2014 the CEWG considered the e-learning package and made recommendations to encourage its focus on EFDC processes and priorities and thereby increase its relevance to staff. As at March 2016 the HR team are looking to the Vine Partnership to move forward and finalise the e-learning package. Equality Training is also included in the new set of equality objectives 2016-2020.
EO4.11 - Review and deliver appropriate equality training for officers: o New employees within first 12 months; o Refresher training for all managers and front line employees to be via e-learning, every 3yrs; o To be made available for all officers via e-learning	Julie Dixon		Achieved	E-Learning course for both induction and refresher training was discussed by CEWG in summer 2014 and recommendations made. CMS Training continues to deliver our Diversity training for staff and managers which is updated on a regular basis by the trainer. CMS has confirmed that its training programme will be updated to include a specific section to encourage staff/managers to challenge and make changes when they recognise any issues that do not meet our equalities duties. Delegates will complete a 15-20 minute exercise equipping officers with the knowledge to come up with at least one action to follow up on their return to their desks. In addition, delegates will also be provided with a handout containing further useful tips and ideas. The HR team are looking to the Vine Partnership to move forward and finalise the e-learning package. Equality Training is also included in the new set of equality objectives 2016-2020.

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