

Select Committee Agenda



Governance Select Committee Tuesday, 29th November, 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
on Tuesday, 29th November, 2016
at 7.15 pm .**

**Glen Chipp
Chief Executive**

**Democratic Services
Officer**

J Leither - democraticservices@eppingforestdc.gov.uk
(01992 56 4756)

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. NOTES OF PREVIOUS MEETING (Pages 5 - 10)

(Director of Governance) To agree the notes of the meeting of the Select Committee held on 29 September 2016 (attached).

4. DECLARATIONS OF INTEREST

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

In considering whether to declare a pecuniary or a non-pecuniary interest under the

Code of Conduct, Overview & Scrutiny members are asked pay particular attention to paragraph 9 of the Code in addition to the more familiar requirements.

This requires the declaration of a 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 9 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.

5. TERMS OF REFERENCE AND WORK PROGRAMME (Pages 11 - 16)

(Chairman / Lead Officer) The Overview and Scrutiny Committee has agreed the Terms of Reference of this Committee. This is attached along with an ongoing work programme. Members are asked at each meeting to review both documents.

6. INVITATION TO ESSEX COUNTY COUNCIL HIGHWAYS TO DISCUSS THEIR CONSULTATION WORK ON DISTRICT PLANNING APPLICATIONS

(Director of Governance) Members requested that an invitation be sent to Essex County Council Highways for them to attend a meeting of this Select Committee to discuss the consultation work they do in relation to District planning applications. Essex County Council has confirmed that an officer will be attending. This meeting will be a single issue one held in the Council Chamber on Tuesday 31 January 2017.

It would be advisable for Members to use this meeting to discuss questions and themes which can be submitted to Essex County Council in advance of the 31 January.

7. DEVELOPMENT MANAGEMENT CHAIR AND VICE CHAIR'S MEETING

(Director of Governance) To receive feedback from meetings of Chair and Vice-Chair of the Area Planning and District Development Management Committees. This group had met on 4 October 2016. Report to follow.

8. CORPORATE PLAN KEY ACTION PLAN 2016/17 - QUARTER 2 PROGRESS (Pages 17 - 24)

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

9. KEY PERFORMANCE INDICATORS 2016/17 - QUARTER 2 PERFORMANCE (Pages 25 - 38)

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

10. EQUALITY OBJECTIVES 2016-2020 - 6 MONTHLY REPORTING (Pages 39 - 52)

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

11. REPORTS TO BE MADE TO THE NEXT MEETING OF THE OVERVIEW AND SCRUTINY COMMITTEE

To consider which reports are ready to be submitted to the Overview and Scrutiny Committee at its next meeting.

12. DATE OF THE NEXT SELECT COMMITTEE MEETING

The next meeting of the Select Committee will be held on Tuesday 31 January 2017 at 7.15p.m. in the Council Chamber.

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**EPPING FOREST DISTRICT COUNCIL
NOTES OF A MEETING OF GOVERNANCE SELECT COMMITTEE
HELD ON THURSDAY, 29 SEPTEMBER 2016
IN COMMITTEE ROOM 1, CIVIC OFFICES, HIGH STREET, EPPING
AT 7.15 - 8.25 PM**

- Members Present:** G Chambers (Vice-Chairman), D Dorrell, R Jennings, S Jones, S Kane, M McEwen, M Sartin, H Whitbread and D Wixley
- Other members present:** R Bassett and G Waller
- Apologies for Absence:** N Avey, L Hughes, H Kauffman, L Mead, B Rolfe and D Stallan
- Officers Present** N Richardson (Assistant Director (Development Management)), S G Hill (Assistant Director (Governance & Performance Management)), B Copson (Senior Performance Improvement Officer), W MacLeod (Senior Electoral Services Officer) and M Jenkins (Democratic Services Officer)

11. SUBSTITUTE MEMBERS (COUNCIL MINUTE 39 - 23.7.02)

The Select Committee noted that Councillors M Sartin and B Jennings were substituting for Councillors D Stallan and H Kauffman respectively.

12. APPOINTMENT OF VICE-CHAIRMAN

In the absence of the Chairman who had tendered his apologies, the Vice-Chairman became the Chairman and requested nominations for the role of Vice-Chairman.

RESOLVED:

That, in the absence of a Vice-Chairman, Councillor H Whitbread be appointed as Vice-Chairman for the duration of the meeting.

13. NOTES OF PREVIOUS MEETING

RESOLVED:

That the notes of the last meeting of the Select Committee held on 5 July 2016 be agreed as a correct record.

14. DECLARATIONS OF INTEREST

There were no declarations of interest made at the meeting.

15. TERMS OF REFERENCE AND WORK PROGRAMME

(a) Terms of Reference

The Select Committee's Terms of Reference were noted.

(b) Work Programme

(i) Item 5 Joint Meeting of Development Management Chairman and Vice-Chairman.

The Select Committee would receive feedback from the forthcoming meeting on 4 October 2016.

(ii) Item 12 Analysis of Compliments and Complaints procedures data in identifying trends.

The current Complaints Officer was resigning from the authority in November 2016. It was felt that this item should be scheduled for next year's Work Programme, probably May/June 2017.

(iii) Item 14 Invitation to Essex County Council Highways.

There would be a specific meeting on this issue on 31 January 2017 in the Council Chamber. The meeting would be open to all Members.

(iv) Item 15 Building Control

The Building Control Manager would give a presentation in April 2017.

16. REVIEW OF ELECTIONS AND EU REFERENDUM

The Select Committee received a report regarding the running of the Elections and EU Referendum 2016 from the Assistant Director of Governance and Performance Management.

The report discussed the planning processes and implementation of the following elections during 2016:

- (1) The election of a Police and Crime Commissioner (PCC) for Essex on 5 May.
- (2) 21 District Council wards.
- (3) 11 contested Parish Council wards.
- (4) The EU Referendum on 23 June.

On 1 December 2015, with the publication of the Electoral Register, the district's register held 100,862 electors.

(a) 8,700 postal packs were sent out for May, 250 of these had an issue error and were re-issued. 5,874 packs were returned and counted, a 67.5% return rate.

(b) 10,200 postal packs were sent out for the EU Referendum, 1,500 more than May. A further issue of 1,850 were sent out over a week later. 11,069 were returned and counted, a 91.9% return rate.

All the District's polling stations were operational for both the May and the June events. Heavy rainfalls caused concerns for some rural stations with localised flooding on rural roads although staff managed to open all stations on time and contingency arrangements were put in place. The Elections Office were busy on both days (22/23 June) as many callers needed advice on the voting process.

In May the verification of District, Parish and PCC votes took place on May 6 2016 at Theydon Bois Village Hall commencing at 8.30a.m. and was completed by 11.30a.m. In addition, the first stage PCC count commenced at 1.00p.m. and was completed by 2.15p.m. as no individual candidate polled more than 50% of the vote at this stage, a second stage count was completed at 5.15p.m. The Returning Officer had correctly decided that District and Parish/Town Counts should be held over to the Saturday as these counts could not have commenced until 6.00p.m.

The counting of District, Town and Parish ballot papers in May and the EU Referendum count in June took place at Debden Park High School. The school was particularly helpful to staff. It was the view of officers that this was the best venue where single type elections were concerned. In May, the first result was declared at 9.17a.m. and the last at 12.00 midday.

In June counting started as soon as the polling finished with postal voters. The process went smoothly using a mini count system. Officers had, by analysis, attempted to balance the likely number of votes on each table and this worked well. The district verification figure was supplied by 1.15a.m. and the final result transmitted at 3.25a.m.

Members asked about Whitebridge School, Loughton which was due for refurbishment during 2017-18, there was a need for locating a suitable polling station locally. The Select Committee was advised that officers would be meeting the Head Teacher of Whitebridge School to discuss any way forward on using the site as a polling station during this refurbishment period. It was advised by Members that a good alternative would be St Michael's and All Angels Church Hall in Roding Road.

A suggestion was raised that at the count, the ballot boxes being counted could have their numbers displayed on the relevant tables so observers were better aware of what was happening. A further point was to re-arrange the table layout into a "W" configuration so observers could see all of the counting.

Members queried the possibilities of using a portacabin or caravan for a polling station in Lower Sheering. There was no bus service between there and Sheering, the distance was over a mile and could be considered a dangerous journey to undertake on foot with narrow roads and traffic. Officers replied that the costs of hiring a portacabin or caravan were considerable, they needed to be delivered and electricity connected. However they would work with the Parish Council to resolve this problem, an option was paying for a local house to be used as a polling station. A further concern was the use of Theydon Bois Village Hall did not give adequate public access to the counting process. An alternative was Debden Park School.

Future Elections and Lessons Learned

In May 2017 there would be County Council elections only. In May 2018 there were solely District elections. Lessons learnt would be fed back into the process for next year which would be beginning shortly. It was advised that in 2020 the district had scheduled quadruple elections, Parliamentary, PCC, District and Parish.

Boundary Commission Proposals

The Select Committee were advised of initial proposals from the Boundary Commission on Parliamentary boundaries which proposed no change for the Epping Forest Constituency but did make proposals to both Harlow and Brentwood and Ongar. There would be further updates as details became clearer. A report would be

submitted to the November 2016 Select Committee and an item placed in the Council Bulletin advising all members inviting comments.

The Select Committee extended their gratitude to the Elections Team staff for their hard work during the period of these elections and referendum.

RESOLVED:

- (1) That the Review of Elections and EU Referendum be noted;
- (2) That officers explore using St Michael's and All Angels Church Hall, Roding Road, Loughton as a polling station in place of Whitebridge School, Loughton during the school's refurbishment;
- (3) That officers consider arranging the layout of tables at future counts to allow greater access for observers;
- (4) That officers liaise with Sheering Parish Council in regard to finding a suitable polling station for this area; and
- (5) That a report be submitted to the November 2016 Select Committee regarding the Boundary Commission's proposals on Parliamentary boundaries for Harlow and Brentwood and Ongar and that notification be circulated in the Council Bulletin of the proposals.

17. KEY PERFORMANCE INDICATORS 2016/17 - QUARTER 1 PERFORMANCE

The Select Committee received a report from the Performance Improvement Officer regarding Key Performance Indicators 2016/17 – Quarter 1 Performance.

The Local Government Act 1999 required that the Council make arrangements for securing continuous improvement in the way in which its functions and services were exercised, having regard to a combination of economy, efficiency and effectiveness. A range of 37 Key Performance Indicators (KPIs) for 2016/17 was adopted in March 2016. These were important to the improvement of the Council's services and the achievement of its key objectives and comprised a combination of some former statutory indicators and locally determined performance measures.

The overall position for all 37 KPIs at the end of Quarter 1 was as follows:

- (a) 25 (68%) indicators achieved target.
- (b) 12 (32%) indicators did not achieve target.
- (c) 3 (8%) of these indicators performed within the agreed tolerance for the indicator.
- (d) 28 (76%) of indicators were currently anticipated to achieve year end target and a further 2 (5%) were uncertain whether they would achieve year end target.

There were 5 KPIs which fell within this Select Committee's areas of responsibility, the overall position with regard to the achievement of target performance at Q1 for these were:

- (i) 2 (40%) indicators achieved target.

- (ii) 3 (60%) indicators did not achieve target.
- (iii) 2 (40%) performed within the agreed tolerance for the indicator.
- (iv) 4 (80%) indicators were currently anticipated to achieve year end target and a further 1 (20%) indicator was uncertain as to whether it would achieve year end target.

RESOLVED:

That the Key Performance Indicators 2016/17 for Quarter 1 be noted.

18. CORPORATE PLAN KEY ACTION PLAN 2016/17 - QUARTER 1 PROGRESS REPORT

The Select Committee received a report regarding the Corporate Plan Key Action Plan 2016/17 – Quarter 1 from the Performance Improvement Officer.

The Corporate Plan was 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 were supported by Key Objectives providing a clear statement of the Council's overall intentions for these five years.

The Key Objectives were 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 contained a range of actions designed to achieve specific outcomes and were working documents and subject to change.

The Corporate Plan Key Action Plan for 2016/17 was agreed in March 2016, progress in relation to all actions and deliverables was reviewed by the Cabinet, the Overview and Scrutiny Committee and the appropriate select committee on a quarterly basis.

There were 50 actions in total for which progress updates for Quarter 1 were as follows:

- (a) 32 (64%) of these actions had been Achieved or were On Target.
- (b) 7 (14%) of these actions were Under Control.
- (c) 2 (4%) were Behind Schedule.
- (d) 9 (18%) were Pending.

There were 8 actions that fell within the areas of responsibility of this Select Committee, these were:

- (i) 8 (100%) of these actions had been Achieved or were On Target.
- (ii) 0 (0%) of these actions were Under Control.
- (iii) 0 (0%) of these actions were Behind Schedule.
- (iv) 0 (0%) of these actions were Pending.

RESOLVED:

That the Corporate Plan Key Action Plan 2016/17 Quarter 1 Progress Report be noted.

19. ANNUAL EQUALITY INFORMATION REPORT 2016

The Select Committee received the Annual Equality Information Report 2016 from the Performance Improvement Officer.

The Equality Act 2010 required that authorities subject to the public sector equality duty, publish equality information annually to demonstrate compliance with the duty. The Council published its last equality information report in September 2015, this report set out progress made since then, to improve the Council's services and employment practices for people with protected characteristics.

The Equality Act 2010 required that public bodies, including the Council had due regard to the need to:

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

The equality duty covered age, disability, gender, gender reassignment, pregnancy and maternity, race, religion or belief and sexual orientation. This duty also covered marriage and civil partnerships.

The broad purpose of the equality duty was to integrate consideration of equality and good relations into the day to day business of public bodies. Understanding how services affected different groups made it more likely that the services had the intended effect and this could lead to greater equality and better outcomes.

RESOLVED:

That the Annual Equality Information Report for 2016 be noted.

20. REPORTS TO BE MADE TO THE NEXT MEETING OF THE OVERVIEW AND SCRUTINY COMMITTEE

There were no reports for recommendation to the Overview and Scrutiny Committee, however the Select Committee Chairman would usually make a verbal report to the Committee at its next meeting.

21. DATE OF NEXT MEETING

The next meeting of the Select committee would be held on Tuesday 29 November 2016 at 7.15p.m. in Committee Room 1.

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 COMPLETED	5-July-2016; 29-September; 29 November; 31 January 2017; and 4 April
(2) Review of Public Consultations	5 July 2016	Annual Review - COMPLETED	
(3) Key Performance Indicators (KPIs) 2015/16 - Outturn	5 July 2016	Governance indicators only - COMPLETED	
(4) Key Performance Indicators (KPIs) 2016/17 - Quarterly Performance Monitoring	Q1 – 29 September 2016 Q2 – 29 November 2016 Q3 – 4 April 2017	Governance indicators only. Q1 has been completed.	
(5) Development Management Chair and Vice-Chair's Meeting	29 November 2016	To receive feedback from meetings of Chair and Vice-Chair of the Area Planning and District Development Management Committees. This group had met on 4 October 2016.	
(6) Equality Objectives 2012-2016 - Outturn	5 July 2016	COMPLETED	
(7) Equality Objectives 2016-2020 - 6 monthly reporting	Q2 – 29 November 2016	Q4 at June 2017 meeting.	
(8) Annual Equality Information Report 2016	29 September 2016	COMPLETED	

(9) Corporate Plan Key Action Plan 2015/16 - Outturn	5 July 2016	Governance actions only - COMPLETED
(10) Corporate Plan Key Action Plan 2016/17- Quarterly reporting	Q1 – 29 September 2016 Q2 – 29 November 2016 Q3 – 4 April 2017	Governance actions only. Q1 has been completed.
(11) Review of the Operation of the Council's Petitions Scheme	TBA	
(12) Analysis of Compliments and Complaints procedures data in identifying trends	TBA	
(13) Review of enforcement activity across the services of the Governance Directorate	4 April 2017	This item will include Planning Enforcement but corporate and benefit fraud as well, within the Governance remit.
(14) Invitation to Essex County Council Highways for a single item meeting to discuss their consultation work on District planning applications	31 January 2017	This particular meeting will be held in the Council Chamber
(15) Building Control	TBA	

<p>(16) Boundary Commission Proposals</p>	<p>29 November 2016</p>	<p>The Boundary Commission has made proposals for both Harlow and Brentwood and Ongar parliamentary boundaries. <i>Following consultation with the Council Members it was recommended that no further report be written on these proposals as there were no adverse comments made. Therefore with the Chairman's consent this item has been removed from the Select Committee Work Programme.</i></p>
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SCRUTINY



Report to: Governance Select Committee

Date of meeting: 29 November 2016

Portfolio: Leader (Councillor C. Whitbread)

Subject: Corporate Plan Key Action Plan 2016/17 – Quarter 2 progress

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 first quarter (Q2) progress of the Corporate Plan Key Action Plan for 2016/17 in relation to its areas of responsibility; and
- (2) That the Committee identifies any actions arising from the Corporate Plan Key Action Plan for 2016/17 Q2 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 and 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 2016/17 was agreed by the Cabinet in March 2016. Progress in relation to all actions and deliverables is reviewed by the Cabinet, the Overview and Scrutiny Committee, and the appropriate Select Committee, 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 progress against the Key Action Plan for 2016/17 for actions most appropriately considered by the Governance Select Committee.

Other Options for Action:

Actions with cross directorate responsibility could be considered by an alternative Select Committee, 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 prioritize 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 2016/17 is populated with actions or deliverables designed to secure progress against each of the Key Objectives during 2016/17. 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 are subject to change and development to ensure that the actions remain relevant and appropriate, and to identify opportunities to secure further progress or improvement. The Leader of Council, in consultation with the Chief Executive, is authorised to agree any further changes to Key Action Plans, following their approval by the Council.
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 2 progress against the individual actions of the 2016/17 Key Action Plan, is as below: In reporting progress, the following 'status' indicators have been applied to the to individual actions:

Achieved (Green) - specific deliverables or actions have been completed or achieved in accordance with in-year targets;

On-Target (Green) - specific deliverables or actions will be completed or achieved in accordance with in-year targets;

Under Control (Amber) - specific deliverables or actions have not been completed or achieved in accordance with in-year targets, but completion/achievement will be secured by a revised target date (specified) or by year-end;

Behind Schedule (Red) - specific deliverables or actions have not been completed or achieved in accordance with in-year targets and completion/achievement may not be secured by year-end; and

Pending (Grey) - specific deliverables or actions cannot currently be fully completed or achieved, as they rely on the prior completion of other actions or are dependent on external factors outside the Council's control.

5. There are 49 actions **in total** for which progress updates for Q2 are as follows:
 - 29 (59%) of these actions have been 'Achieved' or are 'On Target'
 - 14 (29%) of these actions are 'Under Control'
 - 2 (4%) are 'Behind Schedule'
 - 4 (8%) are 'Pending'

8 actions fall within the areas of responsibility of the Governance Select Committee. At the end of Q2:

- 6 (75%) of these actions have been 'Achieved' or are 'On-Target'
- 2 (25%) of these actions are 'Under Control'
- 0 (0%) of these actions are 'Behind Schedule'
- 0 (0%) of these actions are 'Pending'

6. The Committee is requested to review the Q2 progress against Key Action Plan for 2016/17 as set out in Appendix 1 of this report, and identify any actions that require more in-depth scrutiny or further progress reports.

7. This report will also be considered by the Cabinet on 1 December 2016 and will be considered by the Overview and Scrutiny Committee on 19 December 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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Aim (i) To ensure that the Council has appropriate resources, on an ongoing basis, to fund its statutory duties and appropriate discretionary services whilst continuing to keep Council Tax low.

Key Objective (i)(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
1) Liaise with the Communities Directorate on Housing related / led projects is constructive and productive to retain Building Control project work in-house	Governance	30-Apr-16	Achieved	(Q1 2016/17) - We continue to enjoy a constructive and responsive relationship between directorates and building income continues to exceed budget. (Q2 2016/17) – As above.
3) Estates colleagues to include use of the in-house building control service in their standard negotiations	Governance	30-Apr-16	Under Control	(Q1 2016/17) - The directorates continue to liaise to embed the inclusion of the in-house service in negotiations. (Q2 2016/17) – Progress has been made but we need to continue to embed this process.
6) Identify and undertake measures to raise the profile and successes of the in-house building control team.	Governance	30-Apr-16	Under Control	(Q1 2016/17) The Staples Road Junior School in Loughton was shortlisted for the Local Authority Building Control awards held in Cambridge and the team continues to promote partnership working resulting in healthy income levels. (Q2 2016/17) - We are continuing to train our own officers to ensure the quality of the service which we have to market.
7) Participate in the renegotiations of the contracts for the provision of on-line library services	Governance	31-Mar-17	Achieved	(Q1 2016/17) - As part of PLP the legal service continues to benefit from reduced online library services in a form of savings. (Q2 2016/17) – As above.

Aim (iii) To ensure that the Council adopts a modern approach to the delivery of its services and that they are efficient, effective and fit for purpose.

Key Objective (iii)(a) To have efficient arrangements in place to enable customers to easily contact the Council, in a variety of convenient ways, and in most cases have their service needs met effectively on first contact.

Action	Lead Directorates	Target Date	Status	Progress
2) Implement and/or produce an Implementation Plan for, the agreed proposals for improving customer contact.	Management Board	31-Mar-17	On Target	(Q1 2016/17) - The customer contact project team continues to make good progress. A Head of Customer Service is due to be appointed shortly. (Q2 2016/17) – Head of Customer Services has been appointed and is due to start on 2 November. Implementation plan produced and implementation continues. A portfolio Holder decision on purchase of CMS software has been taken and now being actioned to allow prototyping work to be undertaken through to March 2017. A draft specification for the reception work has been agreed with Facilities which now moves to initial design stage. A further period of monitoring of visitor patterns was undertaken in September. A Channel shift/process mapping day will take place in early November. New ICT analyst position now filled and started working on our online forms to transition them to the new CMS.

Key Objective (iii)(b) To utilise modern technology to enable Council officers and members to work more effectively, in order to provide enhanced services to customers and make Council services and information easier to access.

Action	Lead Directorates	Target Date	Status	Progress
1) Achieve significant progress in the scanning of paper and microfiche Development Control files	Governance	31-Mar-17	On Target	(Q1 2016/17) - The dedicated team continues to scan Planning files with a view to supporting flexible and remote working and reducing space requirements.

					(Q2 2016/17) – The team is up to speed and we continue to scan the files to support flexible working.
2) Scan Building Control paper and microfiche files to promote flexible working and reduce storage costs.	Governance	31-Mar-17		On Target	(Q1 2016/17) - The dedicated team continues to scan building control with a view to supporting flexible and remote working and reducing space requirements. (Q2 2016/17) – As above.
3) Undertake document scanning projects in Legal Services and Development management to support the Transformation Programme.	Governance	31-Mar-17		On Target	(Q1 2016/17) - We continue to scan legal documents and we are embarking on a program of creating electronic files for certain categories of legal work. Approximately 20% of the 2383 Council Deeds have been scanned and up-loaded onto the Council’s mapping system. Additionally a spreadsheet has been developed to organise approximately 6000 miscellaneous documents in preparation for scanning. (Q2 2016/17) - We had a slight delay with the scanning as a result of a member of staff leaving and recruitment of a replacement. The new officer is in the progress of being trained.

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Report to: Governance Select Committee

Date of meeting: 29 November 2016

Portfolio: Governance and Development Management (Councillor R. Bassett)

Subject: Key Performance Indicators 2016/17 - Quarter 2 Performance

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

Democratic Services Officer: Mark Jenkins (01992 564607)

Recommendations/Decisions Required:

- (1) That the Select Committee reviews Q2 performance in relation to the key performance indicators within its areas of responsibility.

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-seven (37) Key Performance Indicators (KPIs) for 2016/17 was adopted by the Finance and Performance Management Cabinet Committee in March 2016. The KPIs are important to the improvement of the Council's services and the

achievement of its key objectives, 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, that are the focus of the key objectives.

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 Q2 performance summary in respect of the KPIs falling within the Governance Select Committee's areas of responsibility for 2016/17, together with a detailed performance report for each of these indicators, is attached at Appendix 1 to this report. Attached at Appendix 2 are the Improvement plans for GOV007 (Appeals – officers) (%), and GOV008 (Appeals – members) (%) which failed to reach target for the quarter.

Key Performance Indicators 2016/17 - Quarter 2 Performance

4. The overall position for **all** thirty-seven (37) KPIs at the end of the Quarter 2, was as follows:
 - (a) 28 (76%) indicators achieved target;
 - (b) 9 (24%) indicators did not achieve target, although
 - (c) 2 (22%) of these indicators performed within the agreed tolerance for the indicator.
 - (d) 31(84%) of indicators are currently anticipated to achieve year-end target and a further 4 (11%) are uncertain whether they will achieve year-end target.
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 Q2 for these five (5) indicators, was as follows:
 - (a) 3 (60%) indicators achieved target;
 - (b) 2 (40%) indicators did not achieve target, however
 - (c) 0 (0%) of these KPI's performed within the agreed tolerance for the indicator
 - (d) 3 (60%) of indicators are currently anticipated to achieve year-end target, and a further 2 (40%) indicator is uncertain whether it will achieve year-end target.
6. The 'amber' performance status used in the KPI report 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 2016.
7. The Select Committee is requested to review Q2 performance for the KPIs within its areas of responsibility. The full set of KPIs was also considered by Management Board on 26 October 2016 and the Finance and Performance Management Cabinet Committee on 10 November 2016.

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 held by the Performance Improvement Unit.

Impact Assessments:

Risk Management: none for this report

Equality: none for this report.

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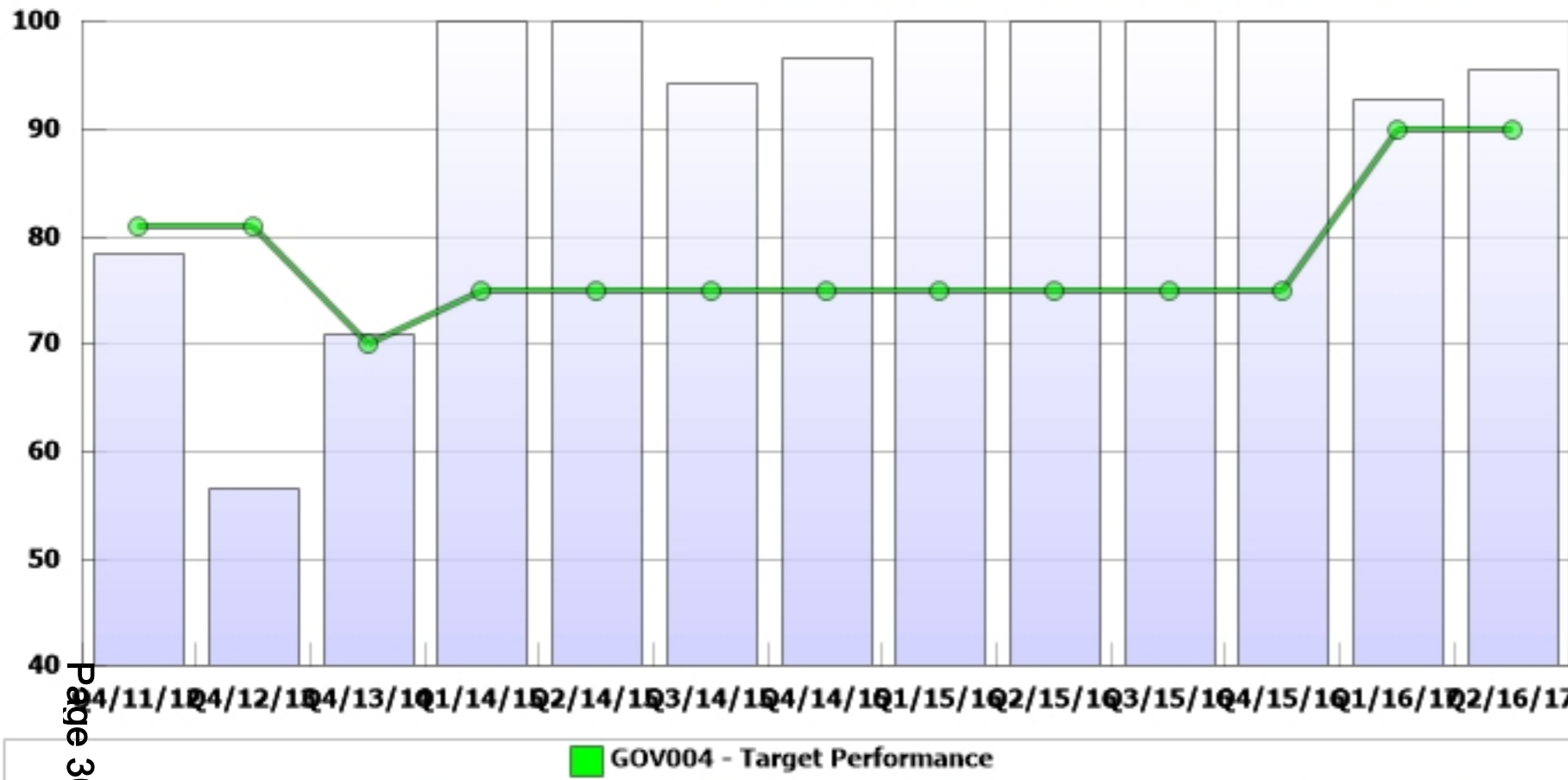
Quarterly Indicators		Quarter 1		Quarter 2		Quarter 3		Quarter 4		Is year-end target likely to be achieved?
		Tgt	Actual	Tgt	Actual	Tgt	Actual	Tgt	Actual	
Governance Quarterly KPIs										
GOV004	(Major planning) (%)	90.00%	92.86%		90.00%	95.65%		90.00%	90.00%	Yes
GOV005	(Minor planning) (%)	90.00%	88.68%		90.00%	90.71%		90.00%	90.00%	Yes
GOV006	(Other planning) (%)	94.00%	94.69%		94.00%	95.85%		94.00%	94.00%	Yes
GOV007	(Appeals - officers) (%)	20.0%	21.4%		20.0%	25.0%		20.0%	20.0%	Uncertain
GOV008	(Appeals - members) (%)	50.0%	57.1%		50.0%	62.5%		50.0%	50.0%	Uncertain

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
Q2/16/17	90.00%	95.65%
Q1/16/17	90.00%	92.86%
Q4/15/16	75.00%	100.00%
Q3/15/16	75.00%	100.00%
Q2/15/16	75.00%	100.00%



Annual Target: 2016/17 - 90.00%
2015/16 - 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



Comment on current performance (including context):

(Q2 – 2016-17) Major type applications represent only a small number of the overall number of planning applications received, but they are more complex and generally are reported to planning committees, so deadlines for decisions are tight. Because of this, the performance can be volatile, but with 22 out of 23 decided in time, the target has been achieved.

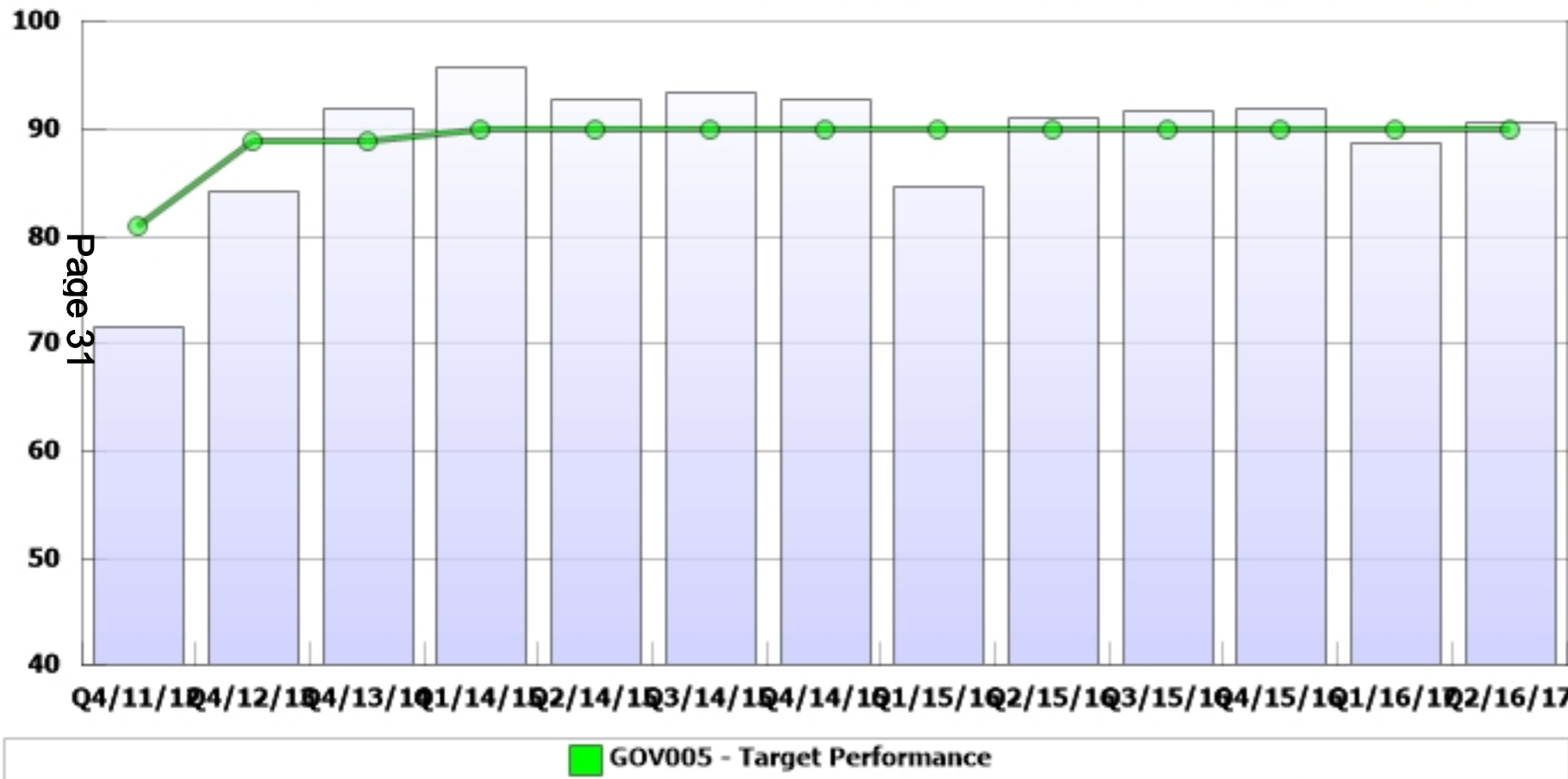
Corrective action proposed (if required):

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
Q2/16/17	90.00%	90.71%	✓
Q1/16/17	90.00%	88.68%	✗
Q4/15/16	90.00%	92.05%	✓
Q3/15/16	90.00%	91.67%	✓
Q2/15/16	90.00%	91.13%	✓

Annual 2016/17 - 90.00% (delegated)
 Target: 2015/16 - 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):

(Q2) This covers planning applications that include 1 to 9 dwellings / pitches per application as well as offices, light industry, general industry, storage, warehousing or retail floorspace under 10,000sq m or 1 hectare and other minor developments. 205 out of 226 applications were made in time.

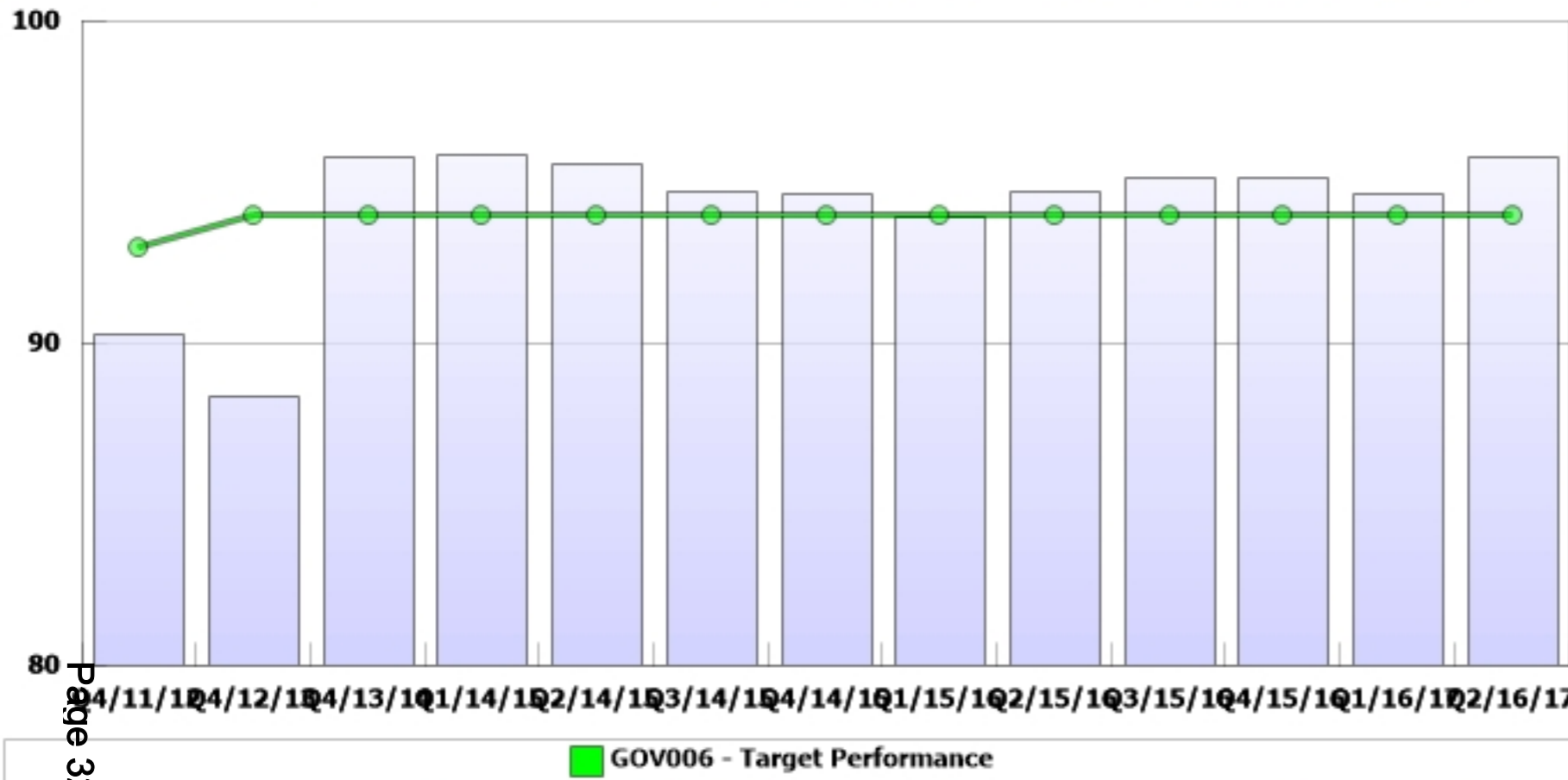
Corrective action proposed (if required):

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
Q2/16/17	94.00%	95.85%
Q1/16/17	94.00%	94.69%
Q4/15/16	94.00%	95.17%
Q3/15/16	94.00%	95.20%
Q2/15/16	94.00%	94.72%

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

Annual Target: 2016/17 - 94.00% (delegated)
 2015/16 - 94.00% (delegated)
 Indicator of good performance:
 A higher percentage is good

Comment on current performance (including context):

(Quarter 2) GOV006 represents the highest number out of all planning application types decided, which includes household extensions. 646 out of 674 applications were decided in time in this category and meets the target.

Corrective action proposed (if required):

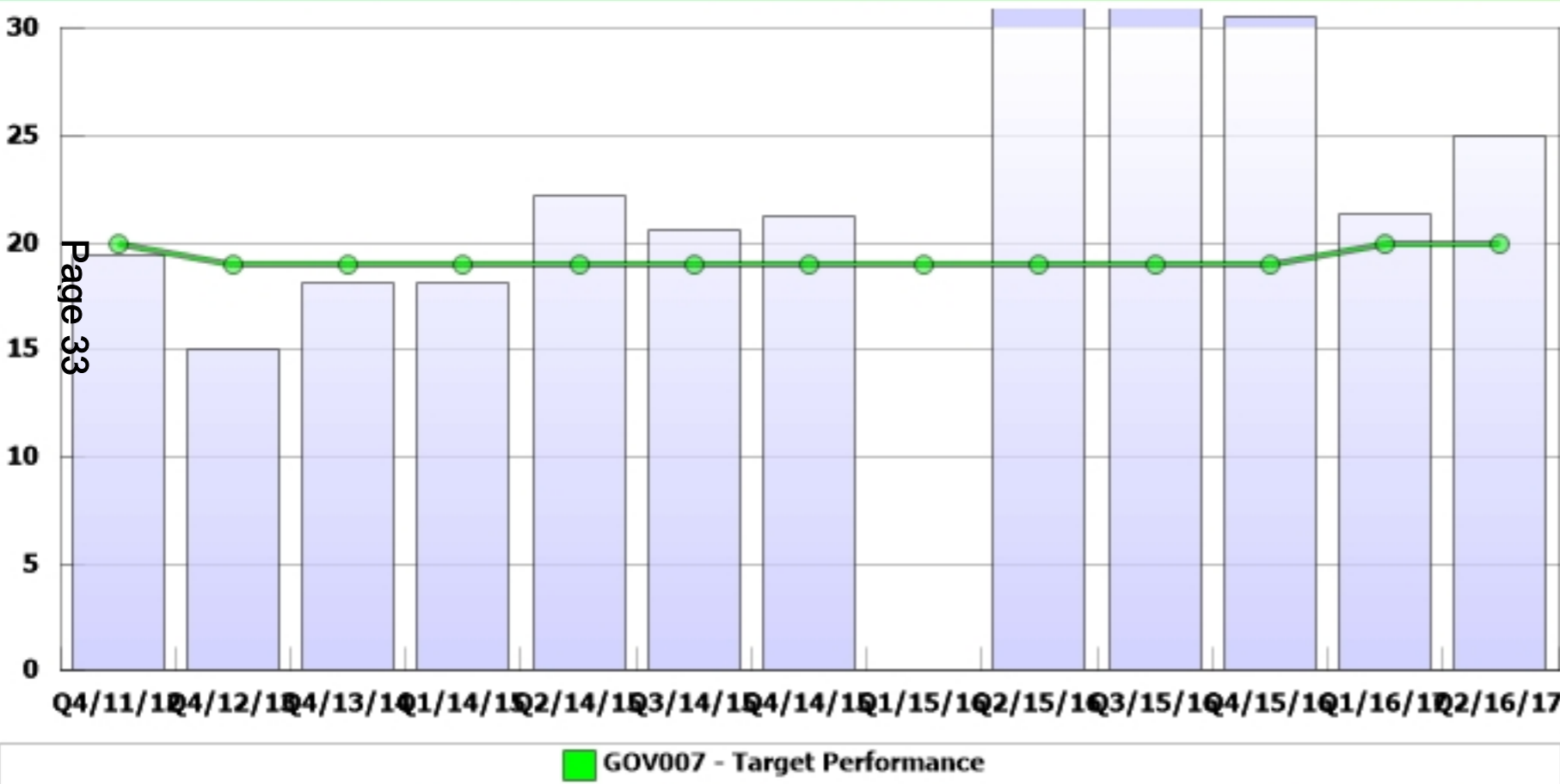
(Q2 2016/17) -

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
Q2/16/17	20.0%	25.0%	✗
Q1/16/17	20.0%	21.4%	✗
Q4/15/16	19.0%	30.6%	✗
Q3/15/16	19.0%	33.3%	✗
Q2/15/16	19.0%	31.8%	✗

Annual Target: 2016/17 - 20.0%
 Target: 2015/16 - 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?
 Uncertain

Comment on current performance (including context):

(Q2) Of the 32 appeal decisions in Q1 and Q2 resulting from officer recommendations to refuse planning permission, 8 were allowed on appeal.

Corrective action proposed (if required):

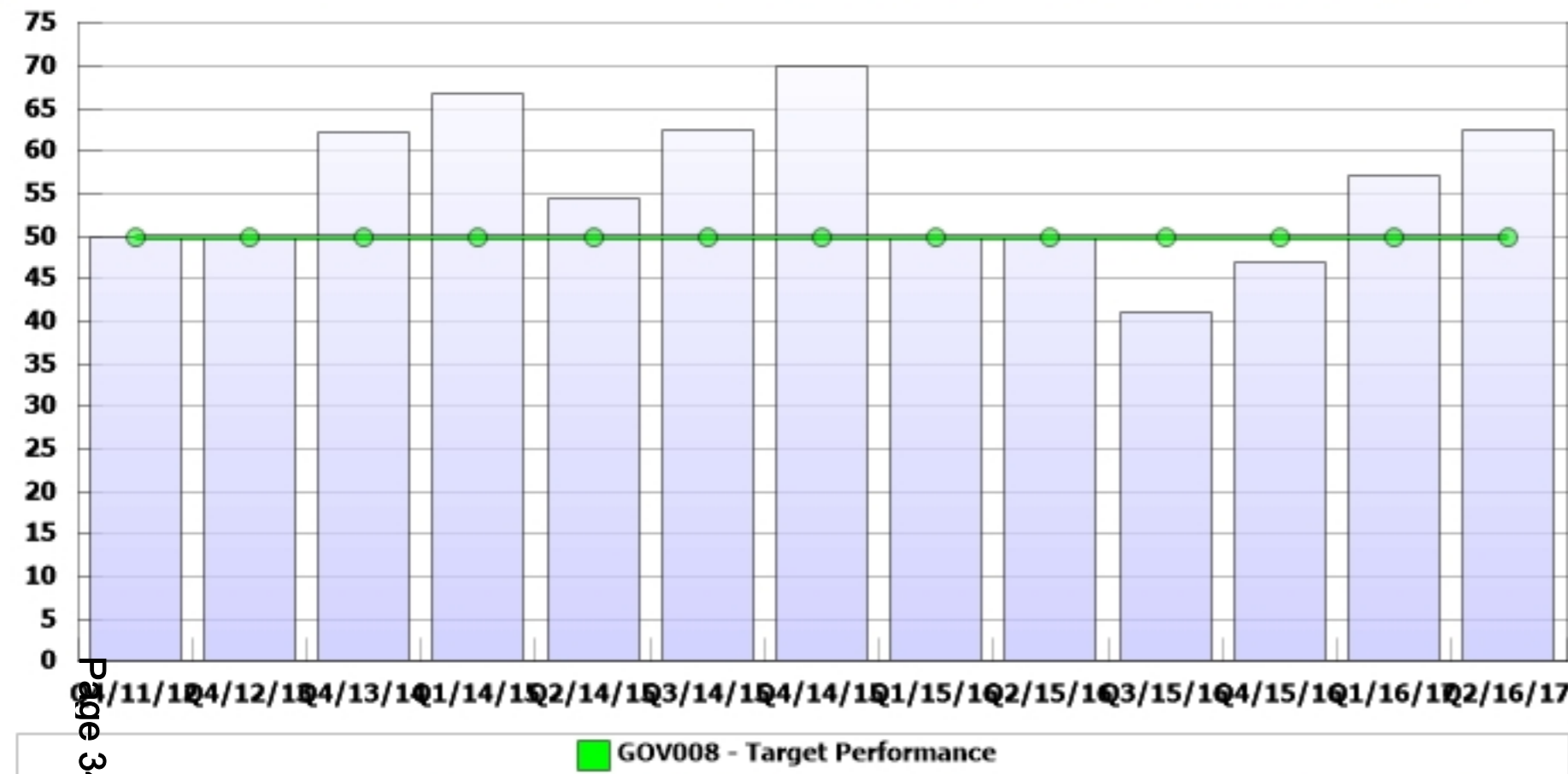
(Q2 2016/17) - At officer team meeting, will look at each case for future improvements to be made, in particular to see if there are patterns emerging.

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 grant of planning permission, overturned by Members.

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
Q2/16/17	50.0%	62.5%
Q1/16/17	50.0%	57.1%
Q4/15/16	50.0%	46.9%
Q3/15/16	50.0%	41.2%
Q2/15/16	50.0%	50.0%

✘
✘
✔
✔
✔

Annual 2016/17 - 50.0%
 Target: 2015/16 - 50.0%
 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?
 Uncertain

Comment on current performance (including context):

(Q2) Members decisions to refuse planning permission by reversing officer recommendations on planning applications were supported on appeal in 6 out of 16 cases, but 62.5% (10 applications) were allowed and therefore outside of the target.

Corrective action proposed (if required):

(Q2 2016/17) - 6 month review of planning appeal decisions to be reported shortly to Members and Officers will remind them of the need to take account of all planning considerations, including making the best use of previously developed land.

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

Outturn			Target
2013/14	2014/15	2015/16	2016/17
18.18%	21.3%	30.6%	20.00%

Responsible Officer

**Colleen O'Boyle
Director of Governance**

Improvement Action	Target Dates	Key Measures / Milestones
Review Appeal Decisions at 6 months	17 June 2016 and November 2016	Member training in June, analyse key appeal decisions at Governance Select Cttee, 6 month report to Area Plans - resulting in improved appeal performance by Q4.
Planning officers 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.

<p>Finely balanced planning applications decisions to be recommended for approval rather than refusal, particularly those decisions taken at officer delegated level.</p>	<p>As and when required.</p>	<p>Reduction in the number submitted and proportion of those appeal submitted being allowed.</p>
<p>Specialist witness used to defend Council decision on complex appeals</p>	<p>As and when required and within set budget</p>	<p>Improved appeal performance by Q4, particularly for gypsy & traveller related appeals.</p>

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.

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, consultants who are used who are familiar with Epping Forest District and despite the narrow time parameters set by the Planning Inspectorate, this has proved successful in helping to defend the appeal.

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

GOV08 What percentage of planning applications refused by Council Members against the planning officer's recommendation were granted permission to appeal?

Outturn			Target
2013/14	2014/15	2015/16	2016/17
62.20%	70.00%	46.9%	50.00%

Responsible Officer

**Colleen O'Boyle
Director of Governance**

Improvement Action	Target Dates	Key Measures / Milestones
Training for Members and review Appeal Decisions at 6 months	17 June 2016 and November 2016	Member training in June, analyse key appeal decisions at Governance Select Cttee, 6 month report to Area Plans - resulting in improved appeal performance by Q4.
Members continue to state whether there is a way forward after a planning application is refused, 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.
Feedback and analyse appeal decisions as part of Development Control Team meeting.	Monthly meetings	Improve appeal performance

Specialist witness used to defend Council decision on complex appeals	As and when required and within set budget	Improved appeal performance by Q4, particularly for gypsy & traveller related appeals.
Follow the recommendation of the planning officer's committee report and only overturn it to a refusal if presenting officer considers it may succeed on appeal.	Each committee meeting	Reduction in number of appeals and appeals 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.

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, consultants who are used who are familiar with Epping Forest District and despite the narrow time parameters set by the Planning Inspectorate, this has proved successful 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: 29 November 2016

SCRUTINY



Epping Forest District Council

Portfolio: Governance and Development Management (Councillor R. Bassett)

Subject: Equality Objectives 2016-2020, 2016/17 Q2 report and compliance with the public sector equality duty.

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

Democratic Services Officer: J Leither (01992 564756)

Recommendations/Decisions Required:

- i) That the Select Committee reviews the progress in relation to the Equality Objectives 2016-2020 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. Additionally the council has to adopt equality objectives to improve equality for service users and employees; to understand the impact of its activities on services users and; and to publish equality information.

In April 2016, the Cabinet agreed four equality objectives for the four years from 2016 to 2020, designed to help the Council meet the aims of the PSED. This report reflects progress against these objectives at the end of September 2016, and other work to ensure compliance with the council's 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, 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 progress at the 6 month position of the first year, and other work to deliver the Council's statutory equality duties.

Equality Objectives

3. Work has commenced to deliver the new equality objectives. The work is coordinated by the Corporate Equality Working Group which has prioritized and aligned delivery with other associated work, and emerging priorities. The action plan is a living plan and may be subject to changes during its 4 year lifetime to take account of developments and progress. Most actions in the plan have a number of milestones and therefore as such, the delivery of these milestones is dependent upon prior work and will not show progress until a later stage in the delivery of the action.
4. Recent case law relating to due regard in decision making has dictated that the process for reviewing the due regard process (EO3.3) is prioritized. The review was completed and recommendations were agreed by Management Board in July. From January 2017 members of Cabinet and Council, and Portfolio Holders will be provided with a full equality impact assessment to support their decision making rather than the due regard record containing a summary of the main findings of assessment, and which is currently located at the bottom of the report template.
5. Other work completed in these first 6 months is a review of the process to deliver equality impact assessment. To encourage ownership and increase completion rates, the role of the Equality Champion will be developed to provide a directorate level resource to support officers engaged in assessment. Resources will be directed to ensuring reports to Cabinet, Council and Portfolio Holders are supported by a high quality full impact assessment, and that projects or significant changes to services, are assessed at key stages of their delivery. Champions will be trained, and an ongoing programme of equality briefings will be provided to support officers to improve the quality of assessment.
6. A schedule detailing progress against individual actions is attached at Appendix 1 to this report. Progress reporting tends to be provided to the Performance Improvement Unit when the action is delivered rather than more frequent incremental reporting which explains the lack of information for some actions. However this may also be that the target date allows for commencement at a future date or that it has not been possible or expected that significant progress will be achieved in these first 6 months. That said, some additional progress has been made since 30 September, and which will be reflected in the next 6 monthly report.
7. In reporting progress against the objectives, the following 'status' indicators have been applied to individual actions as appropriate to reflect current position:

Achieved (Green) - specific deliverables or actions have been completed or achieved in accordance within targets;

On-Target (Green) - specific deliverables or actions will be completed or achieved in accordance with targets;

Under Control (Amber) - specific deliverables or actions have not been completed or achieved in accordance with targets, but completion/achievement will be secured by a revised target date (specified) or by March 2020;

Behind Schedule (Red) - specific deliverables or actions have not been completed or achieved in accordance with targets and completion/achievement may not be secured by March 2020; and

Pending (Grey) - specific deliverables or actions cannot currently be fully completed or achieved, as they rely on the prior completion of other actions or are dependent on external factors outside the Council's control.

Equality Analysis

8. 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. This is the process referred to at paragraph 5 and which has been reviewed. The Outturn position of the current programme will be reflected in the next report to the Committee.

Equality Information

8. Equality Information must be published annually, with the latest report being published in September 2016 after consideration by the Committee in July. As the committee was advised at the time, the report includes only some of the work which has benefits from an equality perspective, and seeks to provide a broad range of examples from across the council's services. A further report will be produced in summer 2017.

Equality policy and scheme

9. Whilst it is not a requirement of the legislation to produce an equality policy, it is felt by the CEWG that it is a good way to set out our approach to meeting our statutory responsibilities. Therefore the Equality Policy 2011 has been reviewed and the Equality Policy 2016 was agreed by Cabinet in September 2016.
10. The Committee is requested to review the progress to date against the equality objectives 2016-2020, 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 and recent case law relating to due regard.

Safer, Cleaner and Greener Implications: None for this report.

Consultation Undertaken: Not applicable to this report.

Background Papers: Equality Objectives 2016-2020 / Equality Policy 2016

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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Equality Objectives 2016-2020

Action Plan 2016/17 Q2

	Actions	Milestones	Responsible Service(s)		Initiative Status	Target Date	Initiative Progress
1.	Include the Council's equality requirements in terms of reference or service level agreement as appropriate, of <i>new</i> partnerships.	EO1.01.a - Include the Council's equality requirements in business plan guidance	PIU		On Target	March 2017	A project to improve Corporate and Business Planning has been initiated with a project delivery date of October 2016. How to integrate equality requirements into business planning will be considered in the course of this project.
		EO1.01.b - EFDC equality requirements included in governance arrangements of new partnerships	All Directorates		On Target	March 2020	No progress has been made with this action this quarter, as focus has been targeted on 1.1(a). Action remains within target date or March 2020.
2.	Reflect the Council's public sector equality duty in governance documentation relating to partnerships listed in the Corporate Community Partnerships Register	EO1.02.a - Review governance documents of partnerships listed in the Corporate Community Partnerships Register: to establish inclusion of the Council's public sector equality duty	All Directorates		On Target	March 2017	No progress this quarter whilst work focusses on business planning arrangements (1.02a). Within deadline of March 2020.
		EO1.02.b - For partnerships not already reflecting the public sector equality duty in governance arrangements: <ul style="list-style-type: none"> identify the partnership governance arrangements review process and review opportunity; For partnerships not already reflecting the public sector equality duty in governance arrangements: implement inclusion 	All Directorates with partnership responsibility		On Target	Sept 2018 March 2020	

Equality Objectives 2016-2020

Action Plan 2016/17 Q2

3.	Include equality outcomes as a criterion in the community grant allocation process	EO1.03.a - Draft criteria produced and considered by O&S Task and Finish Group and Cabinet	Communities		March 2017	No progress reported at 30/9/16
		EO1.03.b - criteria adopted and implemented	Communities		March 2017	No progress reported at 30/9/16
4.	Each directorate to be responsible for organising the programme of work experience for 3 young people each year 2016-2020	EO1.04.a - HR to work with Directorates to help develop relevant programmes of work experience for 3 young people each year 2016-2020	Human Resources		August 2016	No progress reported at 30/9/16
		EO1.04.b - Directorates develop and implement programme of work experience for 3 young people each year 2016-2020	Human Resources		September – August each year from 2016	No progress reported at 30/9/16
5.	Work with partners to help older people to reduce the impacts of isolation as identified in the Impact of the Ageing population Study	EO1.05.a - Deliver a series of Older People's engagement events	Communities		Ongoing from April 2016	No progress reported at 30/9/16
		EO1.05.b - Work with partners to establish EF Dementia Action Alliance	Communities		Commence April 2016	No progress reported at 30/9/16
		EO1.05.c - Pursue Dementia Friendly Services and Communities linked to above	Communities		Commence April 2016	No progress reported at 30/9/16
		EO1.05.d - Work with NHS and ECC colleagues to deliver Early Intervention initiatives in EF	Communities		Commence April 2016	No progress reported at 30/9/16

EO2 - To apply robust equality requirements in commissioning, procurement and contract management

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	Actions	Responsible Service(s)		Initiative Status	Target date	Initiative Progress
1	EO2.01 - Review Procurement Strategy to ensure it reflects EHRC 'Buying better outcomes: Mainstreaming equality considerations in procurement' guidance requirements	Procurement Steering Group			March 2017	No progress reported at 30/9/16
2	EO2.02 - Review procurement Toolkit and guidance to ensure they reflect EHRC 'Buying better outcomes: Mainstreaming equality considerations in procurement' guidance requirements for guidance documents	Procurement Steering Group			September 2016	No progress reported at 30/9/16
3	EO2.03 - At next review opportunity undertake a review of Standing Orders to ensure they reflect EHRC 'Buying better outcomes: Mainstreaming equality considerations in procurement' guidance where appropriate	Governance			March 2020	No progress reported at 30/9/16
4	EO2.04 - Review Standing Orders user guide to ensure they reflect EHRC 'Buying better outcomes: Mainstreaming equality considerations in procurement' guidance where appropriate	Procurement Steering Group			March 2017	No progress reported at 30/9/16
5	EO2.05 - Ensure requirements for procurement business cases and specifications include: Mandatory consideration: (a) Relevance to equality Considerations where equality is relevant; and applied in a proportionate way; (b) Added value potential (c) Reasonable adjustments requirements; (d) Positive action which can be delivered through the procurement; (e) Monitoring requirements, responsibilities, and arrangements; (f) How requirements lots can facilitate equality.	All Directorates			April 2016	No progress reported at 30/9/16

Equality Objectives 2016-2020

Action Plan 2016/17 Q2

6	EO2.06 - Ensure PQQ suitability questions include, where relevant, demographic data and analysis of needs to help contractors to respond.	All Directorates		April 2016	No progress reported at 30/9/16
7	EO2.07 - Ensure arrangements for procurement activity advertising, includes a consideration of equality where relevant.	All Directorates		April 2017	No progress reported at 30/9/16
8	EO2.08 - Include equality clauses and requirements in tendering documents where relevant.	All Directorates		April 2016	No progress reported at 30/9/16
9	EO2.09 - Ensure contract management and control process include monitoring of equality requirements	All Directorates		March 2017	No progress reported at 30/9/16
10	EO2.10 - Ensure equality benefits derived through procurement are recorded	All Directorates		March 2017	No progress reported at 30/9/16
11	EO2.11 - Ensure equality lessons learnt through procurement contracts are captured and applied to future contracts	All Directorates		March 2017	No progress reported at 30/9/16

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EO3 - Our employees have the knowledge, skills and confidence to deliver our plans

	Actions	Milestones	Responsible Service(s)	Initiative Status	Target Date	Initiative Progress
1.	Provide relevant equality training for employees and ensure future provision builds on training provision to date and targets corporate aims and objectives	EO3.01.a - Training need identified and quantified	Human Resources		March 2017	No progress reported at 30/9/16
		EO3.01.b - Training provision sourced	Human Resources		September 2017	No progress reported at 30/9/16
		EO3.01.c - Training included in the Corporate Training Programme	Human Resources		April 2018	No progress reported at 30/9/16

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2.	Update Procurement e-learning module to reflect equality requirements set out in Procurement Toolkit and Guidance / Standing Orders / Procurement Strategy	EO3.02.a - Procurement e-learning module reviewed and areas for development identified	Procurement Human Resources			March 2017	No progress reported at 30/9/16
		EO3.02.b - E-learning module developed as appropriate	Human Resources Procurement			March 2017	No progress reported at 30/9/16
		EO3.02.c - Module included in Corporate Training Programme	Human Resources Procurement			October 2017	No progress reported at 30/9/16
3.	Review, evaluate and make improvements (where necessary) to the process for providing members with relevant equality information to support decision making (due regard record process).	EO3.03.a - Review Due Regard Record system and evaluate	PIU		Achieved	March 2017	Report considered by MB in July 2016 setting out the implications of recent case law relating to due regard in decision making. (S. Tautz) Democratic Services Manager has considered the need for amendment to the Cabinet and Portfolio Holder report templates, to provide for addition of a 'Must Read' statement. As an 'Equality Implications' heading is already retained at the end of the existing templates, it is considered that the statement could be added there for the sake of consistency. Otherwise, it may be difficult for the Cabinet APG to ensure that it is included. The situation is different for reports to the Council (which makes very few actual decisions anyway) as there is no such template. Many decisions of the

						Council (e.g. Council Tax setting) are cyclical in nature, referred up from the Cabinet or other executive bodies. In these circumstances, it is envisaged that the inclusion of a link back to the relevant Cabinet agenda, alongside the 'Must Read' statement, would suffice, although this wouldn't apply when the Council was exercising quasi-judicial functions (such as the determination of planning applications). CEWG to consider.
		EO3.03.b - Identify and develop improvements where necessary	PIU	On Target	October 2017	Improvements identified. To be considered by Democratic Services Manager (see 3.03a above)
		EO3.03.c - Gain approval of CEWG MB, and appropriate members	PIU	On Target	October 2017	Approval for improvements gained from MB on 6 July 2016 and process to be considered by CEWG in October 2016.
		EO3.03.d - Promote with staff via District Lines and member Forums	PIU	On Target	April 2018	Dependent upon actions 3.03 a-c above.
		EO3.03.e - Include in member Training	PIU	On Target	2017/18 programme	
4.	Develop system for including relevant equality information in licencing and planning decision making	EO3.04.a - Liaise with NR and JN to identify process and required tools	Neighbourhoods, PIU, Development Management	Under Control	June 2016	Work to progress 3.03 will inform this action.
		EO3.04.b - - Develop system and gain approvals from CEWG, MB, and appropriate PFHs	Neighbourhoods, PIU, Development	On Target	December 2016	Action 3.04 (a) refers. Remains within target date.

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			Management			
		EO3.04.c - Promote with staff via District Lines	Neighbourhoods, PIU, Development Management		On Target	March 2017 Action 3.04 (a) refers. Remains within target date.
		EO3.04.d - Include in Member Training Programme	Neighbourhoods, PIU, Development Management		On Target	2017/18 programme Action 3.04 (a) refers. Remains within target date.
5.	Develop, implement and promote an electronic system for equality screening and analysis submission	EO3.05.a - Identify user requirements	PIU		Under Control	June 2016
		EO3.05.b - Develop system	ICT & Facilities Management		Under Control	September 2016
		EO3.05.c - Implement system	ICT & Facilities Management Performance Management and Equalities		On Target	April 2017
6		EO3.06 Maintain accreditation to Mindful Employer for further 3 years	Human Resources		On Target	Dec 2016 A review of the whole equality analysis system including screening will be considered by CEWG in October 2016. EFDC has re-joined the Mindful Employer Scheme and accreditation will be reviewed in 2018.

EO4 - To improve and develop equality in our business activities

	Actions	Milestones	Responsible Service(s)		Initiative Status	Target Date	Initiative Progress
1	EO4.01.a - Integration of equality into project management guidance / tools		Transformation		On Target	April 2017	Research is underway via P003 Establish Project Management to identify a Programme and Project management ICT system with the capacity to monitor equality impact assessment production. In the interim the Transformation Programme team has introduced an email system requesting of project managers that equality impact assessments for their project/s are submitted.
2.	Map, develop, and promote the potential to channel corporate equality expertise into corporate business processes (eg: <i>Building control for access issues; Neighbourhoods for languages spoken in the district</i>)	EO4.02.a - Map developed	CEWG		On Target	March 2017	Plans to develop a mapping template have not been progressed this quarter, due to the focus on the due regard and equality analysis systems. Action remains within target date of March 2017.
		EO4.02.b - Process developed	CEWG		On Target	March 2018	
		EO4.02.c - Implementation	All Directorates		On Target	March 2020	Dependent upon 4.02a. Action remains within target dates.

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3.	Produce and promote a process for accessing comprehensive translation services	EO4.03.a - Process developed	PIU		On Target	June 2017	Plans to develop this process have not been progressed this quarter, due to the focus on the due regard and equality analysis systems. Action remains within target date of June 2017.
		EO4.03.b - Promote via Intranet and District Lines	PIU		On Target	Sept 2018	
4	Review the requirement for business advice provided in other languages; extend the provision where identified	EO4.04.a - Requirement reviewed	All Directorates		On Target	March 2017	As 4.3 - Remains within target date
		EO4.04.b - Develop provision where identified and appropriate	All Directorates		On Target	March 2020	As 4.3 - Remains within target date

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