

## Select Committee Agenda



### **Neighbourhoods Select Committee Tuesday, 28th June, 2016**

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

**Committee Room 1, Civic Offices, High Street, Epping  
on Tuesday, 28th June, 2016  
at 7.30 pm .**

**Glen Chipp  
Chief Executive**

**Democratic Services  
Officer**

A Hendry, Directorate of Governance  
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#### **Members:**

Councillors N Bedford (Chairman), H Brady (Vice-Chairman), N Avey, R Baldwin, L Hughes, J Jennings, R Morgan, S Neville, A Patel, C P Pond, B Rolfe, M Sartin, G Shiell, E Webster and J H Whitehouse

**SUBSTITUTE NOMINATION DEADLINE:**

**18:30**

**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 THE LAST MEETING (Pages 5 - 18)**

To agree the notes of the last meeting held on 15 March 2016.

**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. DRAFT TERMS OF REFERENCE AND WORK PROGRAMME (Pages 19 - 26)**

(Lead Officer & Chairman) to consider the attached report on the draft terms of reference for this committee.

**6. LOCAL PLAN UPDATE (Pages 27 - 30)**

(Director of Neighbourhoods) to consider the update on the current position of the Local Plan.

**7. KEY PERFORMANCE INDICATORS 2015/16 - Q4 (OUTTURN) PERFORMANCE (Pages 31 - 56)**

(Director of Governance) to consider the attached report.

**8. CORPORATE PLAN KEY ACTION PLAN 2015-16 - Q4 (OUTTURN) POSITION (Pages 57 - 70)**

(Director of Governance) to consider the attached report.

**9. ENVIRONMENTAL CHARTER OBJECTIVES (Pages 71 - 76)**

(Director of Neighbourhoods) to consider the attached report.

**10. FUTURE MEETINGS**

To note the scheduled future meetings. They are:

13<sup>th</sup> September 2016;  
15<sup>th</sup> November 2016;  
24<sup>th</sup> January 2017; and  
21<sup>st</sup> March.

**EPPING FOREST DISTRICT COUNCIL  
NOTES OF A MEETING OF NEIGHBOURHOODS AND COMMUNITIES SELECT  
COMMITTEE  
HELD ON TUESDAY, 15 MARCH 2016  
IN COMMITTEE ROOM 1, CIVIC OFFICES, HIGH STREET, EPPING  
AT 7.35 - 9.40 PM**

**Members Present:** M Sartin (Chairman), H Brady (Vice-Chairman), N Avey, R Gadsby, L Hughes, R Jennings, L Mead, S Neville, A Patel and B Surtees

**Other members present:** R Bassett, W Breare-Hall and G Waller

**Apologies for Absence:** A Mitchell

**Officers Present** D Macnab (Deputy Chief Executive and Director of Neighbourhoods), K Bean (Planning Policy Manager), J Chandler (Assistant Director (Community Services)), A O'Connor (Museum, Heritage & Culture Manager), B Copson (Senior Performance Improvement Officer) and A Hendry (Senior Democratic Services Officer)

**53. SUBSTITUTE MEMBERS (COUNCIL MINUTE 39 - 23.7.02)**

It was noted that there were no substitute members for this meeting.

**54. NOTES OF THE LAST MEETING**

The notes of the meeting held on 19 January 2016 were agreed.

**55. DECLARATIONS OF INTEREST**

There were no declarations of interest made pursuant to the Members Code of Conduct.

**56. TERMS OF REFERENCE AND WORK PROGRAMME**

The Committee noted their Terms of Reference and Work Programme.

**57. MUSEUM DEVELOPMENT TRUST**

The Committee received a report on the proposal to establish a Museum Development Trust for Epping Forest and Lowewood Museums. At the meeting were the Assistant Director for Community Services and Customer Relations, J Chandler and the Museum, Heritage and Culture Manager, Tony O'Connor.

The meeting noted that In April 2015, officers were successful in securing £55,000 funding from Arts Council England (ACE) as part of its Resilience Programme, to undertake two feasibility studies. The aim of the studies was to investigate opportunities for supporting resilience of the Museum, Heritage and Culture (MHC) service over the long-term and during economic austerity.

Two companies were appointed to fulfil the required work; these were the Management Centre and Baker Langham both of whom had a high level of

experience in the cultural sector and significant expertise in the areas to be considered. In addition, Winckworth Sherwood Legal Consultants were appointed to provide legal advice in relation to the establishment of the proposed Trust entity.

The key recommendation to come out of the study was to establish a Development Trust to operate in parallel to the general management of Epping Forest and Lowewood Museum services based on the model of a company limited by guarantee and registered charity.

Part of this preparatory research work was to undertake comparator interviews with three museum services that have been through a similar transition: Hampshire Cultural Trust, Norfolk Museums Service and Maidstone Museum Foundation. These interviews indicated the positive benefits of setting up a separate charitable entity, which included the ability to access a range of funding possibilities that were not previously available to them, the opportunity to secure additional grants and donations and the ability to claim Gift Aid on qualifying ticket sales.

Beyond the structure, one of the key things to come out of the comparator interviews was the role of the Board and the number of positive benefits that an effective Board could bring, beyond being a legal necessity. Legally, there are minimum requirements for the Board, but beyond this it would be up to EFDC to decide the extent of any active engagement. There will need to be a close relationship between the charity and the Museum Services; and the Board will need to have a good understanding of the museum, its work and the priorities and constraints of the staff.

The comparator organisations also reflected on the values of a skills-based Board and suggested the key skills and experience needed, and also recommended that we include two elected Members on an ex-officio basis, as this was important in ensuring good links and alignment between Council, Museum and Charity.

The role of Chair would be key to the functioning of the Board, and it had been suggested that a recruitment process for the chair could run in parallel to the process for other Board members. The first Chair of the Board could be an Elected Member to ensure this position was filled early on in the recruitment process.

The Charity would also need to be supported with practical administration, and will need separate banking arrangements to the Council in order for accounts to be prepared and returns made to Companies House and the Charity Commission. It was possible for this role to be organised through the Council and it could provide the conduit between the Museum's, the Council and the Board.

The Council had an opportunity to pump prime the structure required to set up the Trust, through funding from the Arts Council England (ACE) Resilience Fund, which has recently opened a second round of funding to support Museums and the Arts. Due to the rigid timeframes around the application process, officers have already submitted an Expression of Interest (EOI) ACE, if successful with the EOI, the Council will be invited to submit a fully developed application, which needed to be in by May 5<sup>th</sup> 2016. The total amount of the funding bid was £280,000. Under this round of funding, applicants were required to contribute a minimum of 10% match funding towards the overall bid and the Cabinet had agreed sum of £20,000 to be made available from the invest to save budget. This sum has been supplemented by Broxbourne Borough Council and Chelmsford City Council, who have agreed to contribute £10,000 each towards the bid, which would include the provision of specialist support for Lowewood Museum and Chelmsford Museum.

This tripartite arrangement came into being in early February, following an approach by Chelmsford City Council for support and advice in relation to operation of their Museum Service, which has just received funding for a major Heritage Lottery Fund project.

Mr O'Connor noted that two senior officers from Chelmsford came to look at our museum and talk to senior officers here. They had discussions about the Trust and how to set it up. They were very impressed with our work and were keen to act as a partner agency for us and set themselves up as a separate foundation Trust. We shall establish a close relationship with them as well as Broxbourne.

There was a lot of interest out there for this type of model and a lot of support funding to be had.

Councillor Surtees asked how far we were from drawing up of the trust documentation etc. He was told that officers were presently taking it forward by the external funding route and would know in June if they were successful in getting the funding. If not successful they could apply to the Heritage Lottery Fund for funding. They would know by the autumn if they should go ahead with this.

Councillor Jennings was supportive of the notion of the Trust but wondered what this would mean for the visitors. Mr O'Connor replied that the operation would remain with the Council; the Trust would provide the developmental money to help develop the site. A lot of charitable bodies would fund a Trust but not local authorities, so a lot of local authorities were setting up Trusts to get access to this funding.

Councillor Sartin asked how successful had others been with this. She was told that Norfolk had started to do this along with Maidstone and Hampshire, but we would have to wait a year to find out how successful they were.

**RESOLVED:**

1. That the Select Committee considered and noted the proposal to establish a Development Trust for Epping Forest and Lowewood Museums, to operate in tandem with the management of the facilities; and
2. That the Committee agreed to the proposed form of the Development Trust and would recommend this to the Cabinet for formal ratification.

**58. PREVENT INITIATIVE AND RADICALISATION ISSUES**

Assistant Director for Community Services and Customer Relations, J Chandler introduced the report on the Home Office funding for the need to prevent people from being drawn into terrorism – the 'Prevent Duty' that came into force for local authorities on 1<sup>st</sup> July 2015.

In October 2015, the Council received notification from the Home Office, that it would be allocating £10,000 to all local authorities (excluding priority areas) as a one off payment in this financial year, for the delivery of specific work to support the implementation of the Prevent Duty.

All Councils were required to apply for the funding and needed to present a plan on how the money would be spent. The application on behalf of EFDC focussed on two distinct areas of work; the upgrading of the Council's IT systems to prevent misuse of

IT for extremist material, and, the provision of a Prevent Education Programme within the district's local secondary schools, for both pupils and teachers.

The Council was successful in its application for prevent funding and the Council's ICT Department had undertaken the work to improve security to IT infrastructure by the upgrading of a number of Firewalls to improve protection for ICT connectivity to remote offices and the installation of a number of Branch Routers to improve ICT connectivity and security for Home Workers.

In regard to Prevent Education work, the Council's Community, Health and Wellbeing Team initially consulted with the secondary schools in the district to ascertain their perceived need for Prevent training for pupils and staff, and found that all schools were very keen to be provided with support.

Nationally recognised Training programme '*Me and You Education*' was therefore commissioned to undertake the delivery of in-schools Prevent work and this has been delivered to pupils in years 7 – 13.

Out of the schools visited, Ongar Academy, which was a very new school in the district, opted for a programme of teacher training. Officers from the Council therefore attended a half day training session alongside the teachers, which they found was very useful for building on knowledge about Right Wing and Muslim Extremism; identification of vulnerabilities and how to report concerns.

It was noted that the Prevent Training had been offered to Epping Forest College, but the offer had been declined.

It was also noted that the £10,000 funding had not been sufficient to cover the education programme and that the Council had to supplement it.

Councillor Waller added that the Home Office was impressed with how we used our funding and with what we provided. As the Home Office was so impressed we may well get back the extra £2,000 we had to put in. It was a shame that we had not managed to get into Epping Forest College.

Councillor Neville asked why the college had not taken up our offer. He was told that officers had heard that they would be providing their own programme as they considered that they had their own expertise on their staff. Councillor Breare-Hall added that they had been involved in a lot of this prevent initiative before and had built up internal expertise on this.

Councillor Patel asked about the older youths aged between 18 and 20, what were we doing to address them? Ms Chandler said that the funding was only for schools; also it was difficult to engage with people who had left education as we did not have the ability to target them.

Councillor Surtees considered that the college should be co-ordinating with us on the Prevent Agenda and also on the British Value Agenda. We also needed to develop some community awareness and community responsibility on this and to engage with the community generally so that what was done at school was not lost.

Councillor Brady asked if this was just a one off grant for this year. She was told that it was, but officers had decided to put something like this into the Reality Road Show that they ran every year in schools.

**RESOLVED:**

That Select Committee noted the report on work undertaken in the district in relation to the Home Office Prevent agenda, which had been funded through a £10,000 grant from the Home Office.

**59. BRENTWOOD DRAFT LOCAL PLAN: PUBLIC CONSULTATION**

The Planning Policy Manager, Mr K Bean introduced the Brentwood Draft Local Plan 2013-2033 consultation report. The Committee noted that the Brentwood Draft Local Plan includes the strategy, planning policies and proposed land allocations intended to cover the period 2013 to 2033.

The Borough has an area of about 15,300 ha, 89% of which was Green Belt. Its 2011 population was 73,601 with the 2014 mid-year estimate being 75,600. It provided about 30,000 jobs, dominated by micro and small businesses.

The Draft Plan sought to fully meet its Objectively Assessed Housing Need (OAHN) within Brentwood's boundary – 7,240 houses (net) between 2013 and 2033 - an average rate of 362 per annum. Provision will also be made for an additional 5,000 jobs (250/annum), requiring about 33ha new employment land mainly located (23.4 ha proposed) at Junction 29 of the M25 – Brentwood Enterprise Park.

Areas within the two key transport corridors (i.e. the A12 and A127) created the focus for sustainable growth. Brentwood and Shenfield would be the main focus for development in the A12 corridor supported by two strategic allocations in the A127 corridor, making provision for new homes and jobs.

To meet local needs fully there will be limited release of Green Belt for development within transport corridors. Limited development, including infilling where appropriate, would take place in villages within rural areas at a level which maintained local amenity and distinctiveness, and was commensurate with available services and facilities. This means that development in the Rural North of the Borough (the area adjoining this district) was extremely unlikely to be of significant extent or to have any adverse consequences for Epping Forest District.

The Essex Gypsy and Traveller Accommodation Assessment (GTAA) published in July 2014 identified a need for an additional 84 pitches in the Borough between 2013 and 2033. Since July 2013, permission has been granted for 17 new pitches, reducing the GTAA target to 67. The Draft Plan included a criteria-based policy to deal with planning applications for pitches and proposes the Dunton Hills "Garden Village" as a broad location for future provision of about 20 pitches. Epping Forest District and Brentwood Borough are in a very similar situation – i.e. with challenging pitch provision targets from the GTAA (112 and 84 respectively) and with very comprehensive Green Belt coverage (92% and 89% respectively), so there could be some advantage in considering joint provision in the general area of the common boundary. The Draft Plan suggested that the target for new pitches may fall slightly in light of the revised guidance, and the GTAA was being reviewed.

**RESOLVED:**

That the following comments be made to Brentwood Borough Council in response to the consultation on its Draft Local Plan 2016:

- (a) To support Brentwood Borough Council's spatial strategy which
  - (i) concentrates new housing and employment development in the A12 and A127 corridors; and
  - (ii) allows for limited release of Green Belt for development, and limited development, including infilling, within rural villages.
- (b) To support the aim of Brentwood Borough Council to make provision for its full Objectively Assessed Housing Needs (7,240 new houses) entirely within its own area.
- (c) To suggest that the final version of the Local Plan should include
  - (i) direct reference to the Duty to Co-operate and related future arrangements with neighbouring authorities; and
  - (ii) consideration of the potential for joint working with neighbouring authorities to make sufficient provision for the needs of the travelling community, with particular reference to paragraphs 4(d), 10 (c) and 16 of "Planning policy for traveller sites" (2015).

## 60. LOCAL PLANS UPDATE

The Planning Policy Manager, Mr K Bean introduced the latest updating report on the Local Plan. The meeting noted that:

- The Local Development Scheme agreed by Cabinet on 11 June 2015 has the timetable for consultation on the draft plan scheduled for July 2016 to September 2016. However, this timescale is now looking very challenging given that the timetable for the Green Belt Review Stage 2 has slipped and that strategic transport work remains outstanding.
- The Government was now looking in our direction and EFDC was visited on 1 February 2016 by an official from DCLG when it became apparent that we are one of the authorities on the Government's list for potential action. One of the penalties proposed for not having produced a plan, (it is not clear yet how this will be interpreted), is the loss of New Homes Bonus. It is clear that the Council needs to make good progress this year and to have consulted on our Draft Plan Preferred Approach prior to the Government's yet to be determined 2017 cut-off date.
- Recent Member workshops have covered design on 28 January 2016 and evolving work on stage 2 work of the Green Belt study on 25 February 2016. Both were well attended and Members provided valuable information and opinions on the matters presented. In respect of the Green Belt workshop, Members were afforded a short period (until 10<sup>th</sup> March), to send further comments on the parcel boundaries and to feed in local knowledge and views about the areas now being looked at in more detail.
- It was intended that future workshops to inform the Draft Plan (Preferred Approach) would consider climate change, energy and flood risk; development management policies; settlement policy and preferred sites.
- Government guidance and emerging Inspectors' reports make clear the need to undertake a comprehensive Green Belt Review of the entire District before the release of any Green Belt land was considered. It was important to remember that the outcome



of the Green Belt Review was only one, albeit an extremely important, piece of the evidence base that will inform the Council's future plan-making decisions.

- Consultants recently ran a workshop to ensure that Member views were appropriately taken account of in this work. Once the Stage 2 study has been completed, (now likely to be around mid-April), together with the other evidence the findings will be used to inform the Draft Plan (Preferred Approach).
- The position of junction 7 and 7a was still unclear and more engagement was needed from Highways England. Also a watch in brief needed to be kept on the potential impact of Enfield's Northern Gateway Access Package.
- Town and Parish Councils are also to be asked for expressions of interest in participating in work leading to the establishment of a Green Infrastructure Framework for the District.
- Moreton, Bobbingworth and the Lavers have finalised their draft Plan and submitted it to the Council. The plan has now been published and is currently being examined.
- Eight other Parish and Town Councils have applied to designate neighbourhood planning areas for their areas (Chigwell, Epping, Buckhurst Hill, Theydon Bois, Loughton, North Weald Bassett, Epping Upland and Waltham Abbey). Many of these are now at early stages in scoping out and drafting their plans.

Councillor Bassett informed the committee that he had tried to strike a balance and keep everyone informed, so that nothing came as a surprise. There had been a lot of workshops so far and he was grateful to the Town and Parish Councils for their input. He noted that the information they got from the workshops could help them in formulating their own local (Neighbourhood) plans, but added that this was for them to complete as the District Council could only advise.

He emphasised the pressure that government was exerting on authorities such as EFDC to complete our plan, other authorities were using short cuts by moving straight to pre-submission draft (Regulation 19) plans but EFDC were keeping to the proper way by undertaking full public consultations before reaching the Regulation 19 stage. Also Highways England was not fully engaging with us on strategic transportation matters and therefore delaying us taking forward work on the draft plan. We have had recent meetings with surrounding authorities on transport matters including Crossrail 2 and they all have expressed concerns about limited Highways England engagement and how this was adversely impacting on local plan progress.

We were going as fast as we can but were consulting and engaging on every step we take. It was difficult to continually let the public know what we are doing and what were the options open to us. The Council were shortly to appoint consultants to assist with public relations and stakeholder engagement matters on local plan preparation.

Councillor Neville asked about the Green Belt review (part 2) and if the nature reserves were taken into account? Councillor Bassett said that they were looking for reasons to keep things in the green belt and not take them out.

Councillor Surtees commented that he had concerns that we were only just opening tenders on how to improve consultations at this late stage. We had large, well attended consultation meetings at the beginning of the process, but then it went very quiet. They were now happening again, smaller and with fewer people. We know that people are concerned, especially about the green belt review. He thought that there was not enough guidance from the forward planning team. They needed good communications now and he would like the review to be made public.

The Planning Policy Manager said that the Green Belt Stage 2 report would be made public at a later stage in conjunction with the publication of the preferred approach draft plan later this year having considered all the local plan evidence in the round. Councillor Bassett added that there was a lot of information on the website and he had tried talking to the press trying to get information out there. Councillor Surtees suggested we give Parish Clerks a regular update. Councillor Patel suggested that the Parish and Town Councils have their own magazines that we could use to publicise messages and the put in local plan updates.

Councillor Waller asked if the government officer from the CLG got the message that we were not dragging our feet. The Director of Neighbourhoods said that we did put our point across and she was impressed with what we were doing. But, we were on their list and have to be seen to be making timely progress.

Councillor Jennings was disappointed that the timetable had been put back; was it not time to put in more resources? The Director of Neighbourhoods replied saying that we had always had good resources dedicated to production of the Local Plan. There were issues for retaining Planning Policy Officers; London Boroughs pay a lot more than we could. It was not a question of throwing money at it. People including consultants undertaking some of the technical work were always surprised that we involve and consult Town and Parish Councils to the extent that we do as other authorities tended not to. Councillor Bassett added that Harlow had received 16 responses to their consultation, where as we got 6,000 to our issues and options draft.

Councillor Sartin noted that we have just lost a long standing member of staff in the forward planning team, through retirement, Ian White. The Committee agreed that the member's gratitude and thanks for Mr White's professional work should be officially recorded in the minutes and that the Chairman drop him a note of thanks.

## **61. RESPONSE TO LOWER THAMES CROSSING CONSULTATION**

The Committee noted that Highways England was consulting on proposals for a new road crossing of the River Thames connecting Kent and Essex. It was considered that a new crossing was needed to reduce congestion at the existing Dartford Crossing and unlock economic growth, supporting the development of new homes and jobs in the region.

For over 50 years, the Dartford Crossing had provided the only road crossing of the Thames east of London. It was a critical part of the UK's major road network carrying local, national and international traffic. The proposed multi-billion pound road tunnel across the Thames connecting Essex and Kent would provide a valuable alternative to the existing congested Dartford Crossing and assist regeneration plans on both sides of the estuary.

In 2009 the Department for Transport (DfT) commissioned a study identifying five locations for a crossing to potentially alleviate congestion at the existing Dartford

Crossing. The two most easterly of these were found to be too far from the existing crossing to ease the problems at Dartford and were eliminated from further consideration.

In 2012 the DfT commissioned a study to assess three remaining location options:

- Option A: located close to the existing crossing;
- Option B: connecting the A2 Swanscombe Peninsula with the A1089;
- Location Option C: connecting the A2/M2 with the M25 between junctions 29 and 30;
- Location Option C variation: which would additionally widen the A229 between the M2 and M20.

The current proposal being consulted on was the culmination of lengthy investigations into options for a new Lower Thames Crossing which has been lobbied for by Kent and Essex County Councils and business leaders. The consultation period commenced on 11<sup>th</sup> February and ran until 24<sup>th</sup> March 2016.

It was noted that option 'C' was the preferred option.

Councillor Waller noted that the County Council would like a united front on our responses to the consultation in support for option 'C'. This would have less impact on the environment than the bridge.

Councillor Neville noted that this new crossing would create about 5,000 extra jobs, what sort of jobs? He was told that would be for the future as the crossing would have an impact on economic growth once it was completed.

#### **RESOLVED:**

That on consideration the Council's response to the Highways England Consultation for the proposed location and route for construction of the new Lower Thames crossing linking North Kent to South Essex should be expressed as:

- a) Support for the principle of constructing a new Lower Thames Crossing;
- b) Preference for the new crossing at Location C as a twin bore tunnel; and
- c) Preference for the line of the connector roads following Route 3 north of the Thames linking onto the M25 between junctions 29 and 30.

## **62. CHANGE IN ORDER OF THE AGENDA**

With the Committee's agreement the meeting considered agenda item 14a, 'Replacement Essex Waste Local Plan – Consultation', next.

## **63. REPLACEMENT ESSEX WASTE LOCAL PLAN - CONSULTATION**

The Committee noted that the Replacement Waste Local Plan: Pre Submission Draft was the version of the Plan proposed to be submitted to the Secretary of State, leading up to independent examination by a Planning Inspector later in 2016. It included a vision statement, objectives and a spatial strategy to enable the delivery of sustainable waste development, site allocations and policies to manage waste development. The Plan covers the administrative areas of Essex County Council and

Southend-on-Sea Borough Council. The consultation period runs from 3<sup>rd</sup> March to 14<sup>th</sup> April 2016.

The focus of this consultation, which was being carried out under Regulation 19 of the Town and Country Planning (Local Development) (England) (Amendment) Regulations 2012 was on soundness and legal compliance. The Planning Inspector (who will receive copies of all representations) can only address these issues in their consideration of the Waste Plan.

The National Planning Policy Framework 2012 sets out the four tests of soundness against which Local, Waste and Minerals Plans will be assessed at Examinations in Public. A sound Plan is one which was (i) positively prepared – i.e. seeking to meet objectively assessed development and infrastructure requirements; (ii) justified – the most appropriate strategy, when considered against the reasonable alternatives; (iii) effective – deliverable over its period; and (iv) consistent with national policy.

Officers believe that the Pre-Submission Plan fails the second test of soundness as the identification of Langston Road as an Area of Search was not an appropriate strategy, given the significant change of use which was currently taking place, and for which waste management facilities would be an inappropriate and unsuitable neighbour.

Without more detail about the potential land requirements for a waste management facility, or how the Waste Authorities proposed to deal with land ownership issues, there was considerable doubt about the delivery of a facility on Langston Road in the period of the Plan. Officers therefore consider that the third soundness test – effectiveness – also failed.

**RESOLVED:**

That this Council make the following response to the consultation:

To object, on two grounds of soundness, to the inclusion of the Langston Road Industrial Estate as an Area of Search:

- a) Given the significant change of use of part of the site to a high-class retail park, the potential development of waste management facilities in such a location was considered to be unsuitable and inappropriate. This proposal was therefore not considered to be the most appropriate strategy, and the “Justified” test of soundness had therefore failed; and
- b) The document gives no information about specific land requirements for new waste management facilities or how land ownership issues would or could be addressed. There must therefore be considerable doubt about whether a site on the Langston Road Industrial Estate could be delivered over the Plan period, so the “Effectiveness” test had also failed.

**64. KEY PERFORMANCE INDICATORS 2015/16 - QUARTER 3 PERFORMANCE**

The Senior Performance Improvement Officer introduced the Quarter 3 update on the Key Performance Indicators specific to this Select Committee.

The Committee noted that twelve of the Key Performance Indicators fell within this Committee's areas of responsibility. The overall position with regard to the achievement of target performance at the end of Q3 for these indicators was as follows:

- (a) 8 (67%) indicators achieved their Q3 target;
- (b) 4 (33%) indicators did not achieve their Q3 target; and
- (c) 0 (0%) indicators performed within their tolerated amber margin.
  
- (d) 8 (67%) indicators are currently anticipated to achieve their cumulative year-end target;
- (e) 3 (24%) indicators are currently not anticipated to achieve their year-end target;
- (f) 1 (8%) indicator, it is uncertain whether it will achieve its year-end target.

The Committee went on to review each indicator that looked to be in trouble and to question any inconsistencies that they came across.

**NEI002** – *What % of all household waste was sent to be recycled, reused or composted* – Councillor Breare-Hall commented that this KPI was now just wrong and should be set lower. There was recognition across the sector that the weight of recyclable materials was dropping and so there was a need to adjust our target. It was not just us struggling with this but it was the same all over the country. Also, there was a need to educate people about putting in their food waste into the recycling bins as too few of them were doing so at present.

**NEI004** – *What % of our district had unacceptable levels of detritus* – it was noted that, as a rural area, detritus was difficult to measure. Biffa had problems with their machinery at first but now have got much better machinery and the figures will improve.

**NEI008** – *What % of the recorded incidences of fly-tipping are removed within 10 working days of being recorded* – it was noted that this was heading in the right direction for the end of the year.

## 65. KEY PERFORMANCE INDICATORS 2016/17 - REVIEW AND TARGETS

The Committee noted that the adoption of challenging but achievable KPIs each year was an important element of the Council's Performance Management Framework, and the KPI set was reviewed annually by 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.

Whilst the recent annual review had considered that the current indicator set was appropriate to provide challenge and improvement, a number of changes to targets had been identified for the coming year, and one indicator has been split to enable greater focus and evaluation.

The review of the KPIs which fall within the areas of responsibility of the Neighbourhoods and Community Services Select Committee has resulted in a number of changes, the details of which are set out below:

- a) NEI005 Complaints response times
  - b) NEI006 Fly-tipping response times
  - c) NEI011 Commercial rents
- } targets have been increased

- d) NEI002 Recycling - has been deleted and replaced by:
- e) NEI013 Household waste - recycling                      NEW INDICATOR
- f) NEI014 Household waste - composting                      NEW INDICATOR

Improvement plans will be developed for each KPI for 2016/17, identifying actions to achieve target performance. The plans will be considered and agreed by Management Board, and submitted to the relevant select committees along with the 2016/17 first quarter performance submission.

**RESOLVED:**

That the Select Committee considered and agreed the proposed Key Performance Indicators and targets for 2016/17 for those areas which fall within its areas of responsibility.

**66. DATA QUALITY STRATEGY 2016/17 - 2018/19**

The Senior Performance Improvement Officer, Ms Copson, introduced the report on Data Quality Strategy (2016/17 to 2018/19). She noted that the Council needed timely, accurate and reliable data in order to manage activities and meet internal and external requirements to demonstrate accountability through accurate reporting. Data was used for the assessment of the Council's performance, including the Key Performance Indicators (KPIs). The Data Quality Strategy set out the arrangements for the next 3 years to ensure key data meets the highest standards and was 'right first time'.

Good quality data was essential to support the Council's decision making especially decisions involving finance and performance. Additionally the Council's customers, partners and others interested in the Council's performance, needed to be able to rely on the data produced for evaluation purposes. The Council was also accountable for the money it spent and must manage competing claims on its resources. It therefore requires data which was accurate, reliable and timely in order to plan for the future and meet customer needs.

The Council had identified principles and arrangements to ensure high standards of data quality and had for a number of years, formalized them within a strategy, to support consistency and encourage high standards of practice of data quality management. This revised strategy continued to reflect the principles for data quality originally identified by the former Audit Commission.

The Data Quality Principles were:

**Accuracy** – Data must be accurate for its intended purpose and be represented clearly and in sufficient detail to enable informed decision making.

**Validity** – Data must be recorded and used in accordance with relevant requirements, rules and definitions to ensure consistency.

**Reliability** – Data must reflect stable and consistent collection methods.

**Timeliness** – Data must be available for its intended use within a reasonable time period. It must be available quickly and frequently enough to support information needs.

**Completeness** – Data must be recorded in its entirety, avoiding gaps in information and duplication of data.

**Relevance** – Data must be relevant to the purpose for which it is used.

**Security** – Data must be stored securely and confidentially where appropriate.

This report has already been to the Governance, Housing and Resources Select Committees where they discussed what was meant by the term data, but concluded that defining it would tend to exclude certain data streams. There was also a need to be aware of the relevance of the data streams.

The Chairman asked if there was a strategy for redundant data. Ms Copson said that there was always a need to know what data was up to date and therefore useful and was kept under consideration on a regular basis.

#### **RESOLVED:**

That the Data Quality Strategy for 2016/17 – 2018/19 was noted.

#### **67. ENFORCEMENT ACTIVITY**

The Director of Neighbourhoods took the Committee through the updating report on the enforcement actions taken in 2015. They noted that in line with previous reports on enforcement activities of the Environment & Neighbourhoods team, the data has been broken down into 6 month periods covering the summer and winter months. In general summer months are busier, particularly for noise complaints. This pattern has been repeated in 2015.

Noise and waste/fly-tipping issues make up a large percentage of the teams enforcement work, it was estimated that the Environment and Neighbourhood Officers (ENO) spend 80% of their time on these two issues across the district.

In some cases officers are clearly working towards establishing non-compliance with the law, with the aim of instigating prosecution proceedings e.g. fly-tipping incidents. However, officers also spend a great deal of time trying to educate, deter and resolve issues informally. That was particularly the case with noise issues and other neighbour nuisance complaints. Although prosecutions draw attention, enforcement officers investigate and resolve many more cases informally.

Officers have started to use new powers to issue formal Community Protection Warnings (CPW) and Community Protection Notices (CPN) for a range of issues that had a detrimental effect of a persistent or continuing nature on the quality of life of those in the locality. This new power provided officers with more scope to deal with some issues that previously did not fall under specific statutory nuisance powers.

Although the new power was welcome, it comes at a time when other enforcement agencies, that share similar enforcement responsibilities, such as the Police, Environment Agency and Essex County Council were increasingly under pressure, leading to more enforcement work being directed to the ENO team.

The ENO team have also recently taken over the responsibility for all dog noise complaints and dog fouling issues with retirement of the Council's Animal Welfare Officer.

**RESOLVED:**

That the report on Enforcement Actions taken 2015 be noted.

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

The Committee considered that the report on the Museum Development Trust should be reported to the next meeting of the Overview and Scrutiny Committee.



## **Report to Neighbourhoods Select Committee**

**Date of meeting: 28 June 2016**



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

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

**Democratic Services Officer:** A Hendry

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### **Recommendations/Decisions Required:**

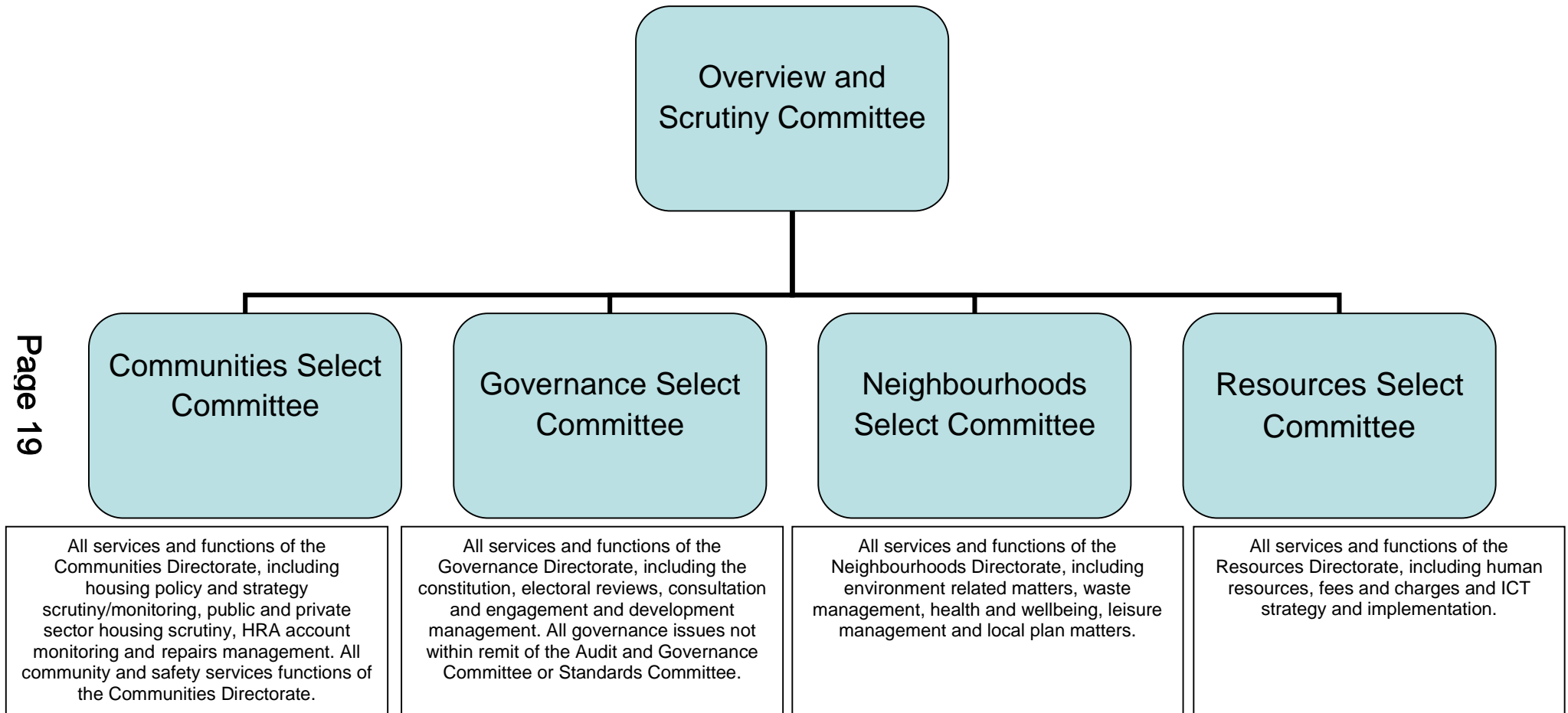
- (1) To consider the proposed terms of reference for the Select Committee for 2016/17 and to recommend the terms of reference to the Overview and Scrutiny Committee for adoption; and**
  - (2) To receive a brief presentation from the lead officer for the Select Committee, on the identification of relevant 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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## NEIGHBOURHOODS SELECT COMMITTEE

### TERMS OF REFERENCE – 2016/17

**Title: Neighbourhoods Select Committee**

**Status: Select Committee**

#### **Terms of Reference:**

##### **General**

1. To undertake overview and scrutiny, utilising appropriate methods and techniques, of services and functions of the Neighbourhood and excluding those matters within the remit of the Audit and Governance Committee, the Standards Committee or the Constitution Working Group;
2. To consider any matter referred to the Select Committee by the Overview and Scrutiny Committee;
3. To keep under review:
  - (i) *Environmental enforcement activities;*
  - (ii) *Waste management activities; and*
  - (iii) *Leisure Management*
  - (iv) *Local Plan Scrutiny*
4. To respond to applicable consultations as appropriate;
5. To establish working groups as necessary to undertake any activity within these terms of reference;
6. To identify any matters within the services and functions of the Neighbourhoods Directorate that require in-depth scrutiny and report back to the Overview and Scrutiny Committee as necessary;

##### **Performance Monitoring**

7. To undertake performance monitoring in relation to the services and functions of the Neighbourhoods Directorate, against adopted Key Performance Indicators and identified areas of concern;

##### **Environment**

8. To monitor and keep under review the Council's progress towards the development and adoption of a corporate energy strategy / environmental policy and to receive progress reports from the Green Working Party.
9. To receive reports from the Waste Management Partnership Board in respect of the operation of and performance of the waste management contract;

**Leisure**

12. To monitor and keep under review leisure management matters and in particular the procurement of the Leisure Management Contract.

**Chairman: Cllr. N Bedford**

**Neighbourhoods Select Committee (Chairman – Cllr N Bedford)  
Work Programme 2016/17**

<b>Item</b>	<b>Report Deadline / Priority</b>	<b>Progress / Comments</b>	<b>Programme of Future Meetings</b>
(1) Enforcement activity	March 2017	Annual report to Committee	28 <sup>th</sup> June 2016; 13 September; 15 November;  24 January 2017; 21 March
(2) KPIs 2015/16 – Outturn Review	First meeting of each municipal year	Outturn KPI performance report for 2015/16 for June 2016 meeting	
(3) KPIs 2016/17 - Quarterly review	Quarterly	Review of quarterly performance: Q1 in September 2016; Q2 in November '16; Q3 in March '17	
(4) Corporate Plan Key Action Plan 2015/16 – Outturn Review	First meeting of each municipal year	Outturn Key Action Plan 2015/16 performance for consideration in June 2016	
(5) Corporate Plan Key Action Plan 2016/17 – Quarterly Review	Quarterly	Review of quarterly performance: Q1 September 2016; Q2 November 2016; Q3 March 2017	
(6) To receive updates from the Green Corporate Working Party	As appropriate (Last update received on the current position in November '15)	To monitor and keep under review the Council's progress towards the development and adoption of a corporate energy strategy/environmental policy and to receive progress reports from the Green Working Party.	
(7) To receive regular updates on the current position of the Local Plan	Update to go to each meeting.	Committee to keep a watch in brief on the position of the District's Local Plan – (last went to March '16 meeting)	

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## ***Report to Neighbourhoods and Community Services Select Committee***

**Date of meeting: 28 June 2016**

**Subject: Local Plan Update**



**Officer contact for further information: Kassandra Polyzoides**

**Committee Secretary: A Hendry**

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### **Recommendations/Decisions Required:**

**To note the progress on the Local Plan**

### **Reasons for Report:**

Under the terms of reference, the Neighbourhoods & Communities Select Committee has requested a regular review and update on the Local Plan.

### **Local Plan Timetable**

1. An updated Local Development Scheme is due to go to Cabinet on 21 July 2016 to reflect the new timescale for the development of the Local Plan. The key milestones prior to consultation on the Draft Plan – preferred approach scheduled for this Autumn are:

- 8 October 2016: Report to Cabinet to consider draft plan for consultation
- 18 October 2016: Report to Full Council
- 31 October 2016: Start of 6 week formal consultation

2. This will tie in with the publication of draft plans by East Herts, Uttlesford and Harlow Districts who are all proposing to publish their draft plans in the Autumn for a 6 week period seeking representations on soundness under Regulation 19 of the Local Plans regulations. There are proposals to coordinate the publications and it is likely that East Herts will start their 6 weeks on 3 November 2016.

3. The Government has made clear their expectation that all local planning authorities should have a post NPPF local plan in place and have set out their commitments to take action to get plans in place and ensure there are up to date policies. This includes intervening where no local plan has been produced by early 2017 to arrange for the plan to be written, in consultation with local people, to accelerate production of a local plan. One of the penalties proposed for not having produced a plan (it is not clear yet how this will be interpreted) is the loss of new homes bonus. It is clear that the Council needs to make good progress this year and to have consulted on our Draft Plan Preferred Approach prior to the cut off date. NLP published a research report in April 2016 setting out a review of local plan

progress. Their report identified 21 authorities most at risk of intervention and this names Epping Forest, Uttlesford and East Herts Districts.

## **Working with neighbouring authorities/duty to cooperate**

4. Further work is being undertaken to develop the housing target for the district and to discuss and agree at the Co-operation for Sustainable Development Board how the growth will be distributed across the Housing Market Area. This work is being progressed with the 4 authorities within the Strategic Housing Market Area using support from ATLAS and facilitated by AECOM to assess the impact of strategic options in the four authorities to meet the overall OAN figure for the SHMA area. The Board on 6 June 2016 was provided with an update on progress with the evaluation of the 5 spatial options previously agreed for testing. Work is underway to evaluate the options through:

1. **Transport modelling** (what are the transport implications of the different options?)
2. **Sustainability appraisal** (how do the options effect air quality, biodiversity, water etc.?)
3. **Deliverability appraisal** (what infrastructure is necessary to deliver the different options?)
4. **Habitat Regulations Assessment** (how will the different options affect Epping Forest?)

5. The Board also received three draft memoranda of understanding: one with Highways England to cover strategic transport matters, one with Natural England to cover Air Quality and a third to set out the vision for the SHMA area and to agree the distribution of growth. A final decision on the preferred strategic spatial option is expected to be taken on 18 July 2016 and is critical to meeting the timeline for consultation.

6. As previously reported, officers are working with SHMA partners using CLG funding to assess the strategic sites around Harlow. This work will feed into the Council's site selection work (see below). The work is being undertaken by AECOM and a draft final report is due to be ready for the Board meeting on 18 July 2016.

## **Member Workshops**

7. Since the last meeting in March, further workshops have been held on climate change (24 May 2016) and transport accessibility and parking standards (31 May 2016). A further workshop is programmed for 16 July 2016 to cover development management policies and there will be a briefing on the proposals for the local plan consultation on 28 July 2016.

## **Key Local Plan Evidence**

8. Work continues on finalising the evidence base reports which will be used to inform the policies included in the Draft Plan (Preferred Approach) that the Council consults on later this year.

## ***Green Belt Review***

9. A draft report has now been received and officers are providing comments back to the consultants. The results of this work will be used to inform the Draft Plan and will be

published as part of the consultation.

### ***Settlement Capacity Work***

10. A draft has been received and officers are collating comments to send to the consultants. All the sites identified have been fed into the updated SLAA and the site selection process.

### ***Site selection and infrastructure delivery work***

11. The Council has appointed Arup to undertake the site selection work in order to provide options on the preferred sites for allocation. Mark Beard has provided advice on the methodology for site selection of employment, housing and traveller sites. Stage 2 of the process is almost complete and notwithstanding a number of logistical problems that have had to be overcome with data is on track with what is a very challenging timescale. A total of 33 criteria have been used to assess all the sites. We will be sending out proformas to promoters of sites to ensure we have correct and up to date information, which will be important when assessing the availability of sites. Some of the sites were submitted as far back as 2008 so this is an important element of the work. For some of the sites we do not have details of ownership and this will entail undertaking land registry searches. This needs to be completed in order to take complete the final shortlist of sites for potential allocation by the end of July so that they can be included in the draft plan for consultation.

12. We are also preparing an Infrastructure Delivery Plan to support the sites being selected for the Draft Plan. Initial work has been undertaken to tie in with the site selection work programme to identify physical, social and community infrastructure requirements of the candidate sites.

### ***Other evidence***

13. Essex County Council has undertaken a historic environment characterisation study of the District with a draft final report now received. Other evidence to be completed will be to ensure that the Employment Land Review information is up to date, information to feed into the tourism section on visitor accommodation needs over the plan period, additional work around the future of the glasshouse industry and transport accessibility work at district level

### **Neighbourhood Plans**

14. The Council and the Parish have received the examiner's report for the Moreton, Bobbingworth and the Lavers Neighbourhood Plan. The Examiner found that it did not meet the basic conditions and as required it is proposed to reporting this to Cabinet on 21 July 2016 with a recommendation that the plan does not go to referendum. Eight other Parish and Town Councils have been designated as neighbourhood planning areas (Chigwell, Epping, Buckhurst Hill, Theydon Bois, Loughton, North Weald Bassett, Epping Upland and Waltham Abbey).

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### **Report to: Neighbourhoods Select Committee**

**Date of meeting: 28 June 2016**

**Portfolio:** Safer, Greener and Transport (Councillor G. Waller)

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

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

**Democratic Services Officer:** A. Hendry (01992 564246)

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#### **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 Neighbourhoods Select Committee

3. A headline end of Q4 (outturn) performance summary in respect of each of the KPIs falling within the Neighbourhoods 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 are the Improvement plans for KPIs NEI001, NEI002, NEI003, NEI004 and NEI008, which failed to achieve their 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. **Neighbourhoods Select Committee indicators** - Twelve (12) of the Key Performance Indicators fall within the Neighbourhoods 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) 7 (58%) indicators achieved target;
- (b) 5 (42%) indicators did not achieve target; although
- (c) 1 (8%) indicator 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.

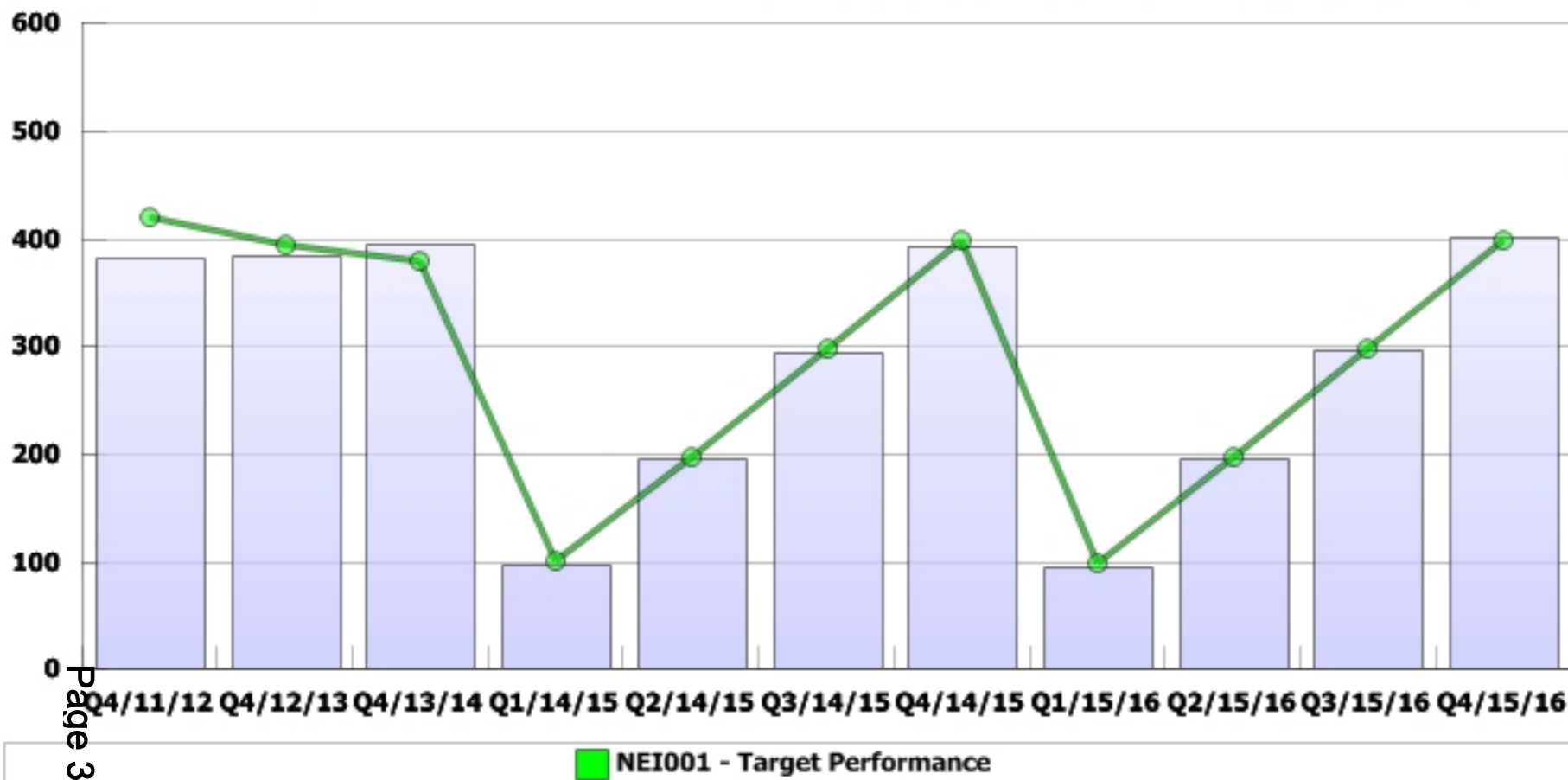
Quarterly Indicators		Quarter 1		Quarter 2		Quarter 3		Quarter 4		Is year-end target likely to be achieved?
		Tgt	Actual	Tgt	Actual	Tgt	Actual	Tgt	Actual	
<b>Communities Quarterly KPIs</b>										
COM001	(Housing rent) (%)	98.00%	100.87%	98.00%	100.11%	98.00%	99.55%	98.00%	100.90%	Yes
COM002	(Void 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
<b>Governance Quarterly KPIs</b>										
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
<b>Neighbourhoods Quarterly KPIs</b>										
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
<b>Resources Quarterly KPIs</b>										
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

# NEI001 How much non-recycled waste was collected for every household in the district?

**Additional Information:** This indicator supports reductions in the amount of residual waste collected, through less overall waste and more reuse, recycling and composting. Quarterly targets and performance details for this indicator are measured in kilograms per household, and represent the cumulative total for the year to date.

For enquiries regarding this indicator contact the Performance Improvement Unit by email on [performance@eppingforestdc.gov.uk](mailto:performance@eppingforestdc.gov.uk) or by telephone on 01992 564042.

## Current and previous quarters performance



Quarter	Target	Actual
Q4/15/16	400	402
Q3/15/16	299	297
Q2/15/16	199	197
Q1/15/16	100	95
Q4/14/15	400	393



**Annual Target:** 2015/16 - 400kg  
2014/15 - 400 kg

**Indicator of good performance:**  
A lower waste figure 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)  
This indicator relates to the non recycling waste. There is an industry wide trend of increasing tonnage of non recycling waste. However it is recognised that there are recycling materials in the non recycling waste stream which should be diverted. New initiatives are required to encourage residents to take full advantage of the wide range of door step recycling services offered by the Council.

### Corrective action proposed (if required):

(Q4 2015/16)  
The target has only just been missed, there are no more materials we could add to the recycling and therefore we need to see if this will continue next year or that it keeps within the target.

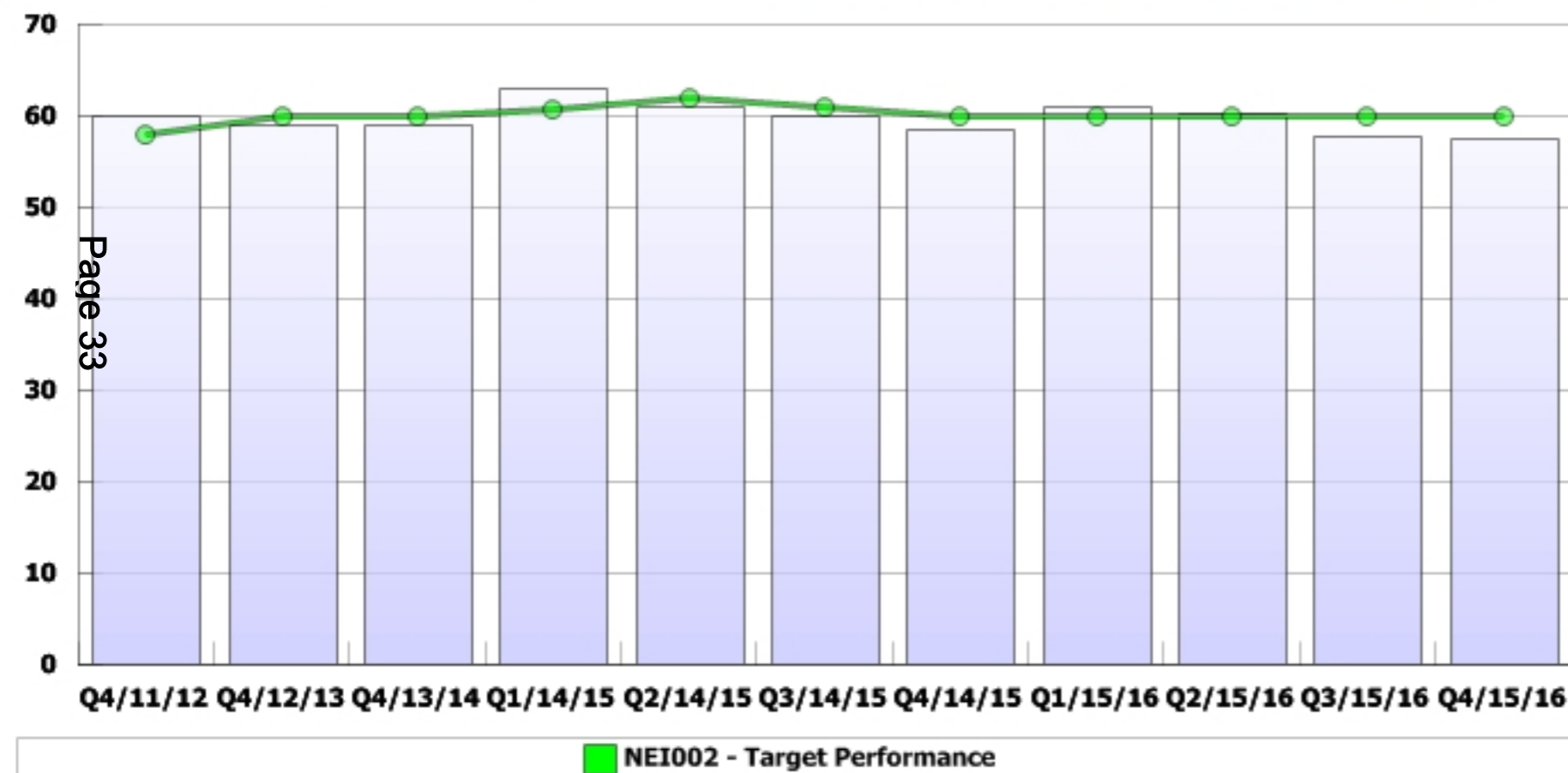


# NEI002 What percentage of all household waste was sent to be recycled, reused or composted?

**Additional Information:** This indicator supports year on year reductions in the amount of residual waste collected, and measures the percentage of household waste arisings sent for reuse, recycling, composting or anaerobic digestion.

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	60.00%	57.57%	✗
Q3/15/16	61.51%	57.90%	✗
Q2/15/16	62.53%	60.30%	✗
Q1/15/16	64.58%	61.00%	✗
Q4/14/15	60.00%	58.53%	✗
<b>Annual Target:</b>	<b>2015/16 - 60.00%</b>	<b>2014/15 - 60.00%</b>	

Indicator of good performance: A higher percentage recycled 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)  
 The year end target is 60%, however the quarterly targets are variable, to cater for this seasonal nature of this indicator.  
 This quarter's target has been missed. It is too early to report with certainty the causes for the below target performance. However it is recognised across the waste industry that the weight of materials that can be recycled are decreasing.

### Corrective action proposed (if required):

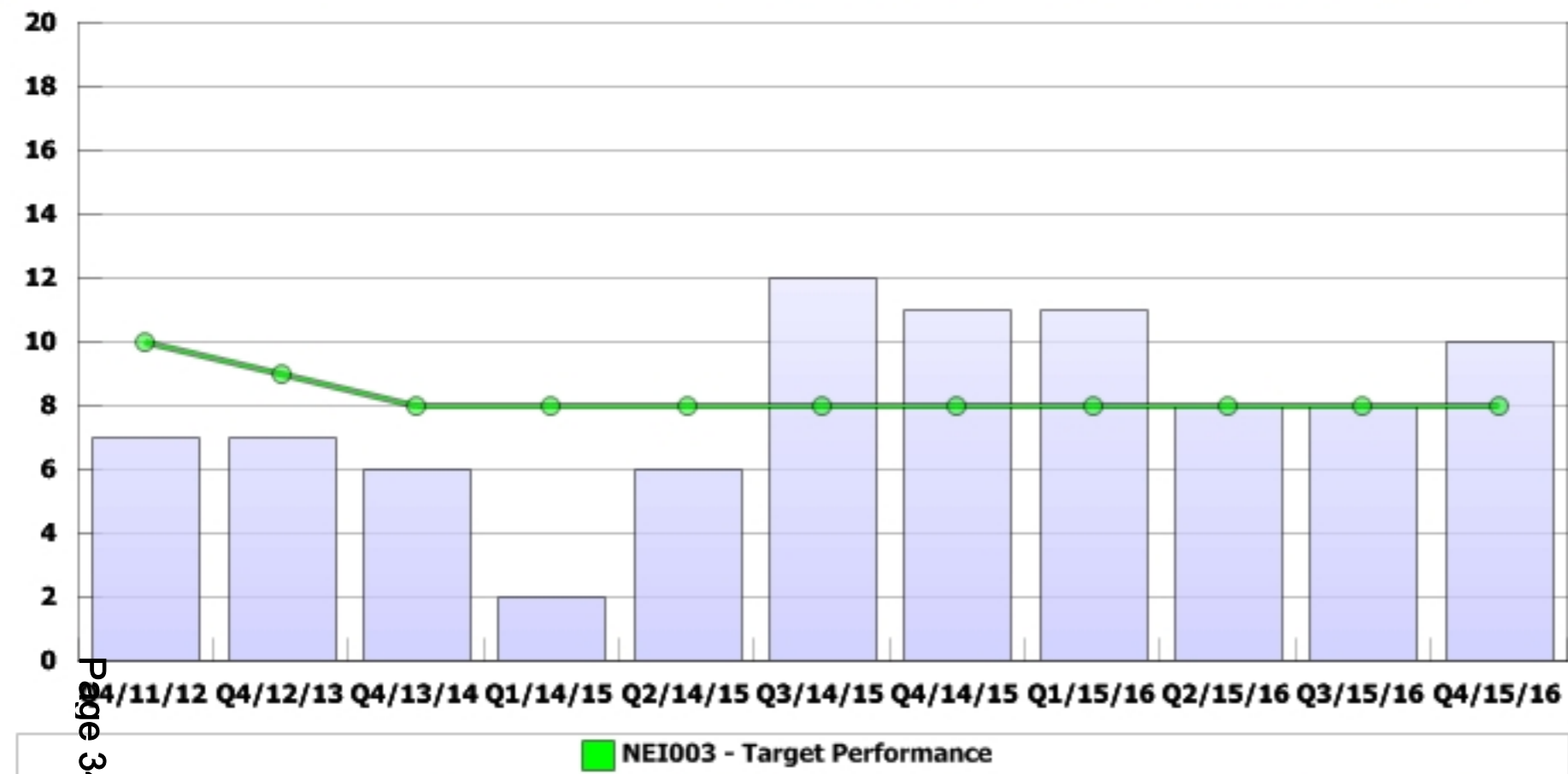
(Q4 2015/16)  
 A wide range of recyclables are being collected on the kerbside. Food waste collections from schools is being planned. New recycling facilities will be introduced in blocks of flats to make it easier for residents to recycle more materials. Strategies are being considered to address the issue of contamination of communal bins.  
 There remain significant levels of food waste in the residual waste stream. More needs to be done to shift this to the food and garden waste stream.

# NEI003 What percentage of our district had unacceptable levels of litter?

**Additional Information:** This indicator seeks to reduce unacceptable levels of litter. Performance is based on surveys of prescribed sites carried out over four quarterly periods each year, and represents the percentage of relevant land with deposits of litter which exceed the acceptable level.

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	8%	10%	✗
Q3/15/16	8%	8%	✓
Q2/15/16	8%	8%	✓
Q1/15/16	8%	11%	✗
Q4/14/15	8%	11%	✗

Annual 2015/16 - 8%  
 Target: 2014/15 - 8%

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) The out turn has been disappointing and we are continuing to work with Biffa to improve standards.

### Corrective action proposed (if required):

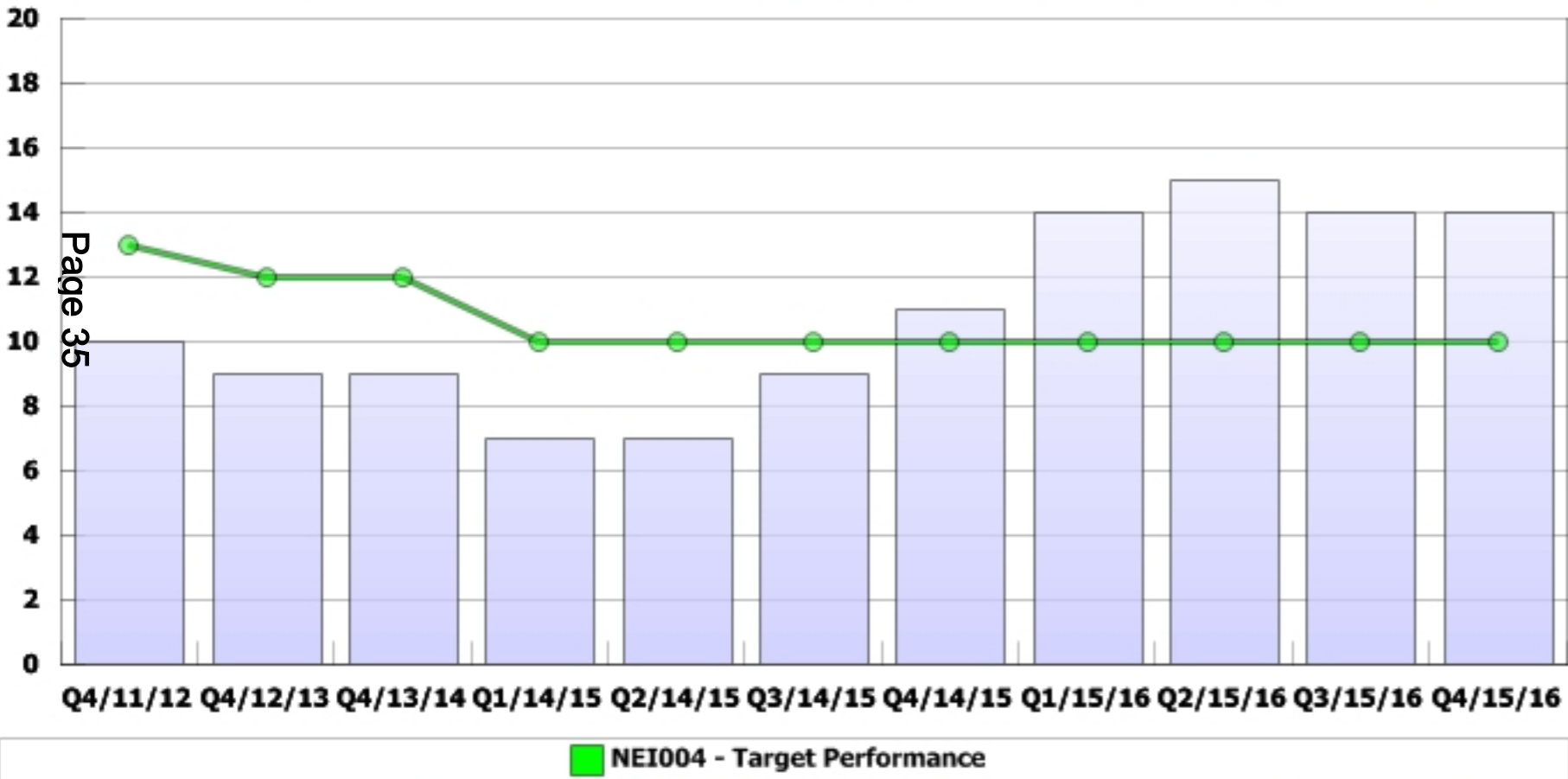
(Q4 2015/16) New strategies are being tested to increase the standards. Currently supervision and the organisation of the mobile crews is being revised to reduce downtime.

**NEI004 What percentage of our district had unacceptable levels of detritus (dust, mud, stones, rotted leaves, glass, plastic etc.)?**

**Additional Information:** This indicator seeks to reduce unacceptable levels of detritus. Performance is based on surveys of prescribed sites carried out over the four quarterly periods each year, and represents the percentage of relevant land with deposits of detritus which exceed the acceptable level.

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	10%	14%	✗
Q3/15/16	10%	14%	✗
Q2/15/16	10%	15%	✗
Q1/15/16	10%	14%	✗
Q4/14/15	10%	11%	✗

Annual Target: 2015/16 - 10%  
 Target: 2014/15 - 10%  
 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) This target is linked to NEI 003 and covers the level of detritus in the District. Like NEI003 performance is measured by carrying out around 900 individual inspections over the course of a year. Improvements have started to be seen but will need more time to be realised

**Corrective action proposed (if required):**

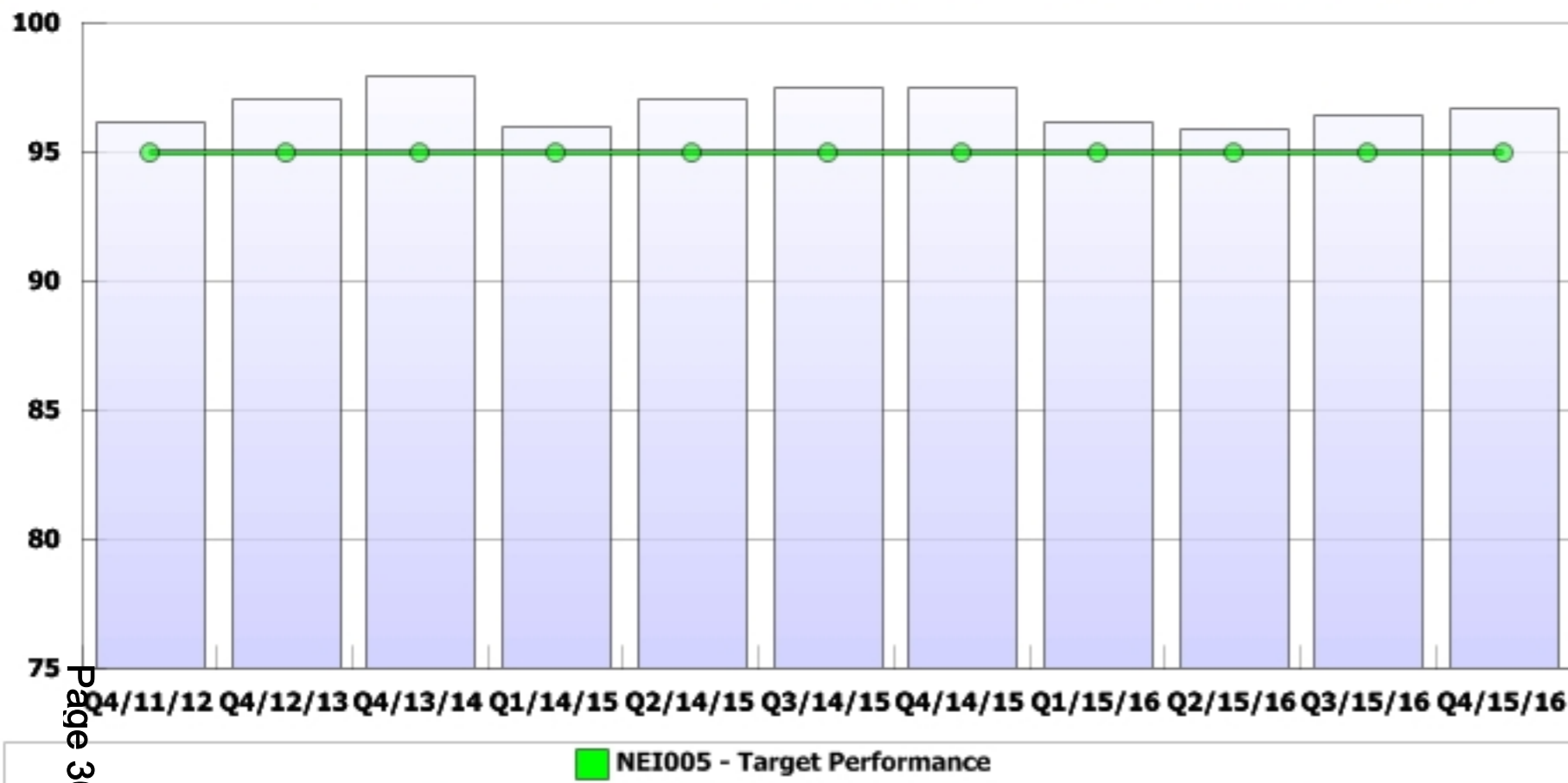
(Q4 2015/16) Officers continue to work with Biffa to ensure continuity in staff, increased contract monitoring by Council officers to identify areas for improvement. Currently supervision and the organisation of the mobile crews is being revised to reduce downtime.

**NEI005 What percentage of the issues and complaints received by the Environment & Neighbourhoods Team received an initial response within 3 days?**

**Additional Information:** Dealing with 'enviro-crime' is a key element of the 'Safer, Cleaner, Greener' initiative, and this indicator measures the percentage of issues raised and complaints received by the Environment and Neighbourhoods Team that are responded to within three working days

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	95.00%	96.78%
Q3/15/16	95.00%	96.46%
Q2/15/16	95.00%	95.91%
Q1/15/16	95.00%	96.22%
Q4/14/15	95.00%	97.51%

Annual 2015/16 - 95.00%  
Target: 2014/15 - 95.00%

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):**

(Q4 2015/16) Target achieved. 4483 out of 4632 issues and complaints received an initial response within 3 working days

**Corrective action proposed (if required):**

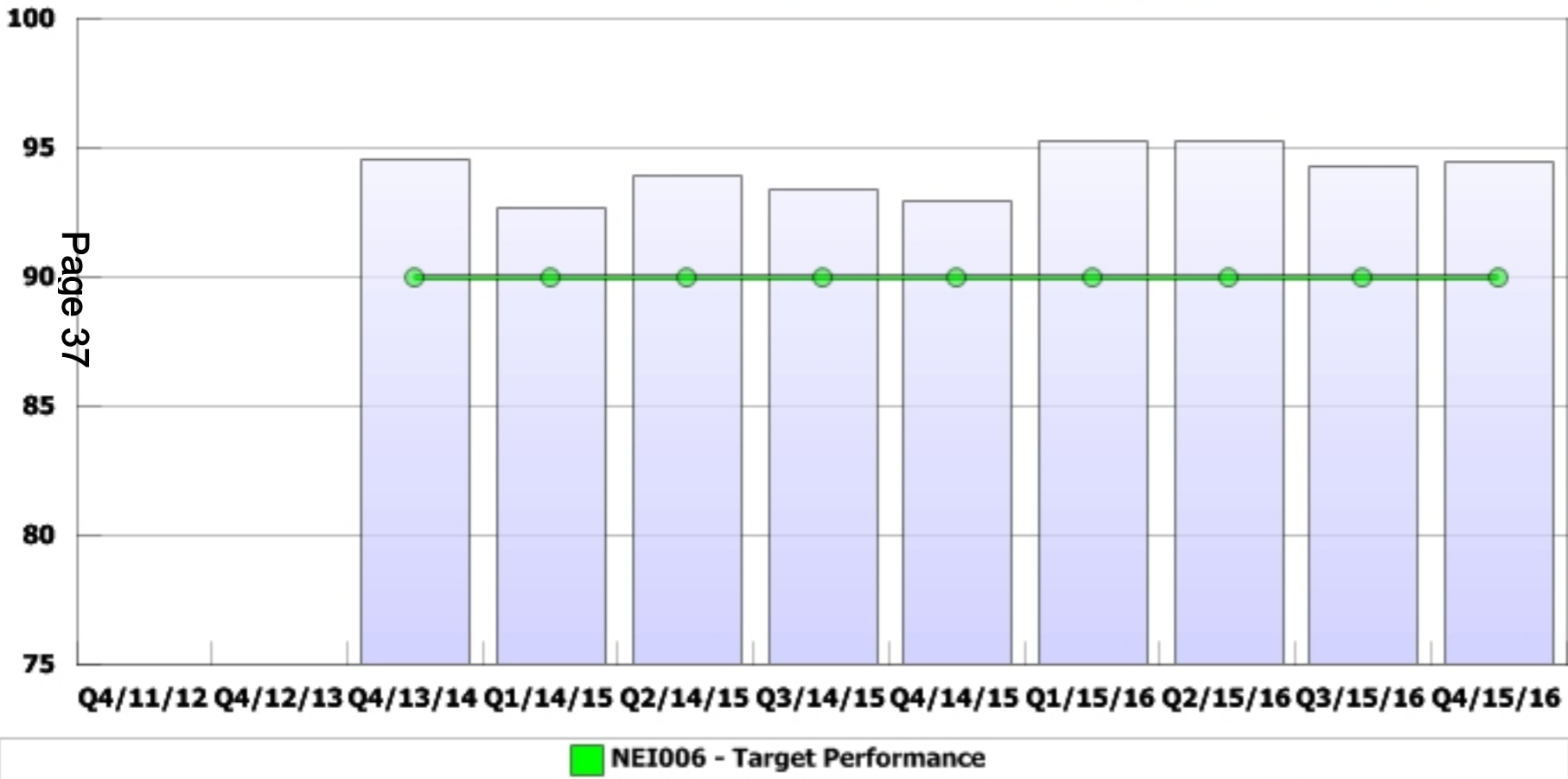
Empty box for corrective action.

**NEI006 What percentage of the recorded incidences of fly-tipping are investigated within 3 working days of being recorded?**

**Additional Information:** The Team register all fly-tipping incidents reported or found on public and private land in the district. Incidents that may have evidence that can lead to the source of the waste are investigated, subject to resources and priorities at that time. Clearance is delayed until investigated (unless there are other factors that require the waste to be cleared immediately).

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%	94.54%	✓
Q3/15/16	90.00%	94.32%	✓
Q2/15/16	90.00%	95.33%	✓
Q1/15/16	90.00%	95.35%	✓
Q4/14/15	90.00%	93.00%	✓

Annual Target: 2015/16 - 90.00%  
 Target: 2014/15 - 90.00%

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):**

(Q4 2015/16) Target achieved 519 of 549 incidents of fly-tipping that were investigated in this period were within 3 working days of the fly-tip being recorded.

N.B. A working day is any one of Monday to Friday inclusive. Bank Holidays are not a working day. The three working day period shall commence the next working day after the incident has been reported to the Council.

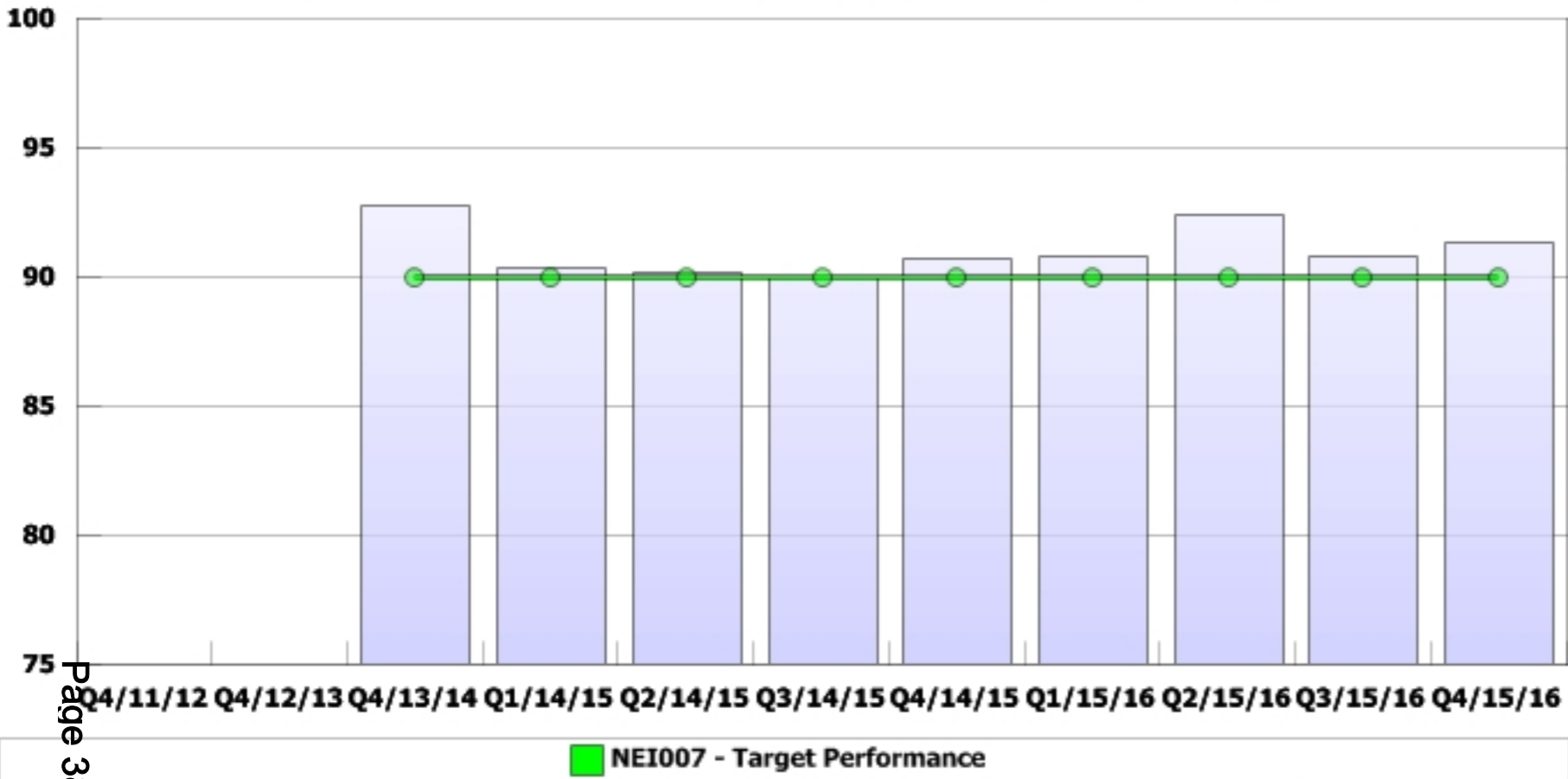
**Corrective action proposed (if required):**

**NEI007 What percentage of the recorded incidences of fly-tipping (contract cleared) are removed within 5 working days of being recorded?**

**Additional Information:** This indicator specifically considers fly-tip incidents which occur on land which the council is responsible for clearing and which can be cleared under the existing waste contract.

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%	91.38%	✓
Q3/15/16	90.00%	90.89%	✓
Q2/15/16	90.00%	92.42%	✓
Q1/15/16	90.00%	90.84%	✓
Q4/14/15	90.00%	90.79%	✓

Annual 2015/16 - 90.00%  
 Target: 2014/15 - 90.00%

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):**

(Q4 2015/16) Target achieved. 647 of 708 (91.38%) incidents were cleared under the waste contract within the target of 5 working days.

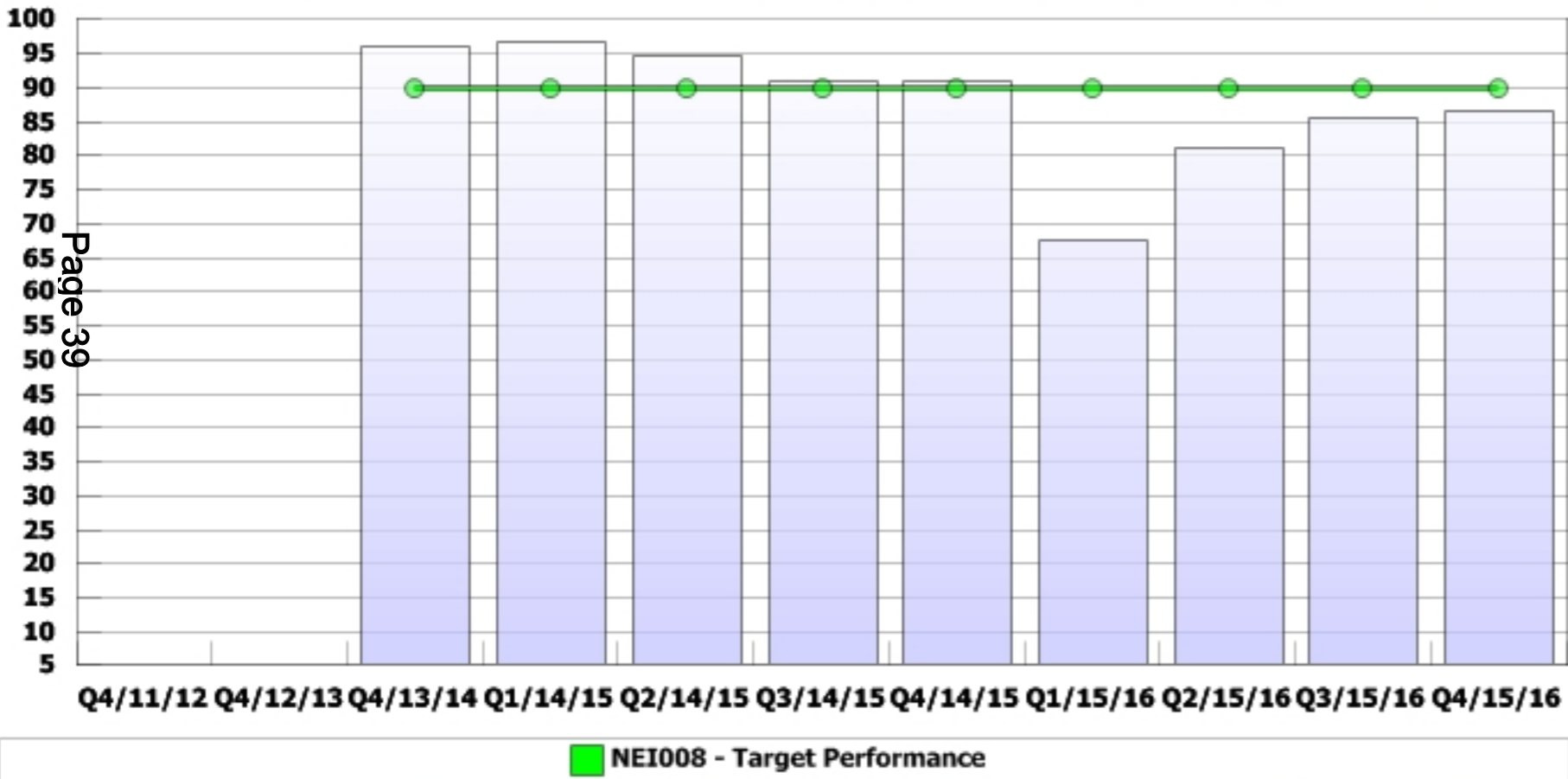
**Corrective action proposed (if required):**

**NEI008 What percentage of the recorded incidences of fly-tipping (variation order / non-contract) are removed within 10 working days of being recorded?**

**Additional Information:** This indicator specifically considers fly-tip incidents which occur on land which the council is responsible for clearing and which require an additional variation order or other non-contract clearance.

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%	86.49%	✗
Q3/15/16	90.00%	85.64%	✗
Q2/15/16	90.00%	81.28%	✗
Q1/15/16	90.00%	67.72%	✗
Q4/14/15	90.00%	90.85%	✓

Annual Target: 2015/16 - 90.00%  
2014/15 - 90.00%

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?  
 No



**Comment on current performance (including context):**

(Q4 2015/16) The target has not been achieved. Over the year 672 incidents were cleared within 10 working days, out of 777 incidents = 86.49%.

Difficulties in Q1 meant the target was not achieved across the whole year. In Q1 the change in some household waste collection days/routes resulted in a backlog in passing on and inspecting some fly-tips that required an additional quote before clearance work could commence. Additionally a technical problem with passing on some reports for clearance, meant some clearance requests were not being picked up automatically when BIFFA's system integrated with the Council's software.

These issues were rectified in Q2. when 211 incidents out of 232 were cleared within the target = 90.95%, (compared with 67.72% in Q1); and in Q3 alone when 176 incidents out of 183 were cleared within the target = 96.17%. In Q4 the target was also achieved and 153 incidents out of 170 were cleared within the target = 90.00%.

**Corrective action proposed (if required):**

As expected quarter 4 (alone) achieved the target, but overall the cumulative total is still below the 90% target due to the under achievement in Q1. No further corrective action is planned at this time.

**NEI009 What percentage of out of hours (OOH) noise complaints are responded to within 15 minutes?**

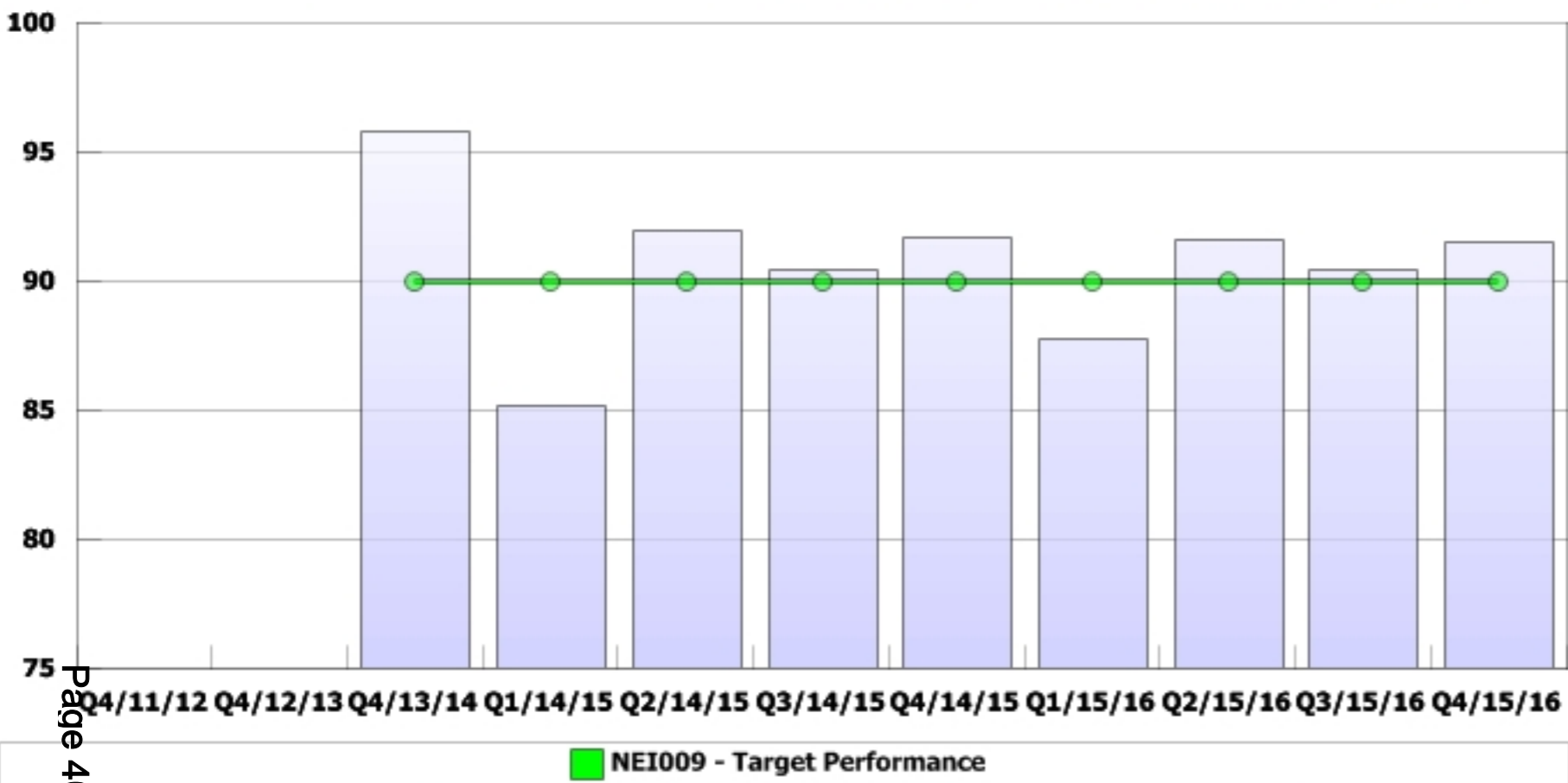
**Additional Information:** The callout service for noise complaints is 24 hours (restricted emergency service after 00:00 and before 13:00 at the weekend). Calls are recorded by the Council's stand-by officer and passed to the duty noise officer who telephones the complainant. A response has been made when the duty noise officer has telephoned the complainant.

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**



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



Quarter	Target	Actual	Status
Q4/15/16	90.00%	91.56%	✓
Q3/15/16	90.00%	90.52%	✓
Q2/15/16	90.00%	91.63%	✓
Q1/15/16	90.00%	87.80%	✗
Q4/14/15	90.00%	91.77%	✓

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

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**Comment on current performance (including context):**

(Q4 2015/16) The target has been achieved.  
 347 of 377 calls achieved the target and received a call back within 15 minutes (91.56%).

**Corrective action proposed (if required):**

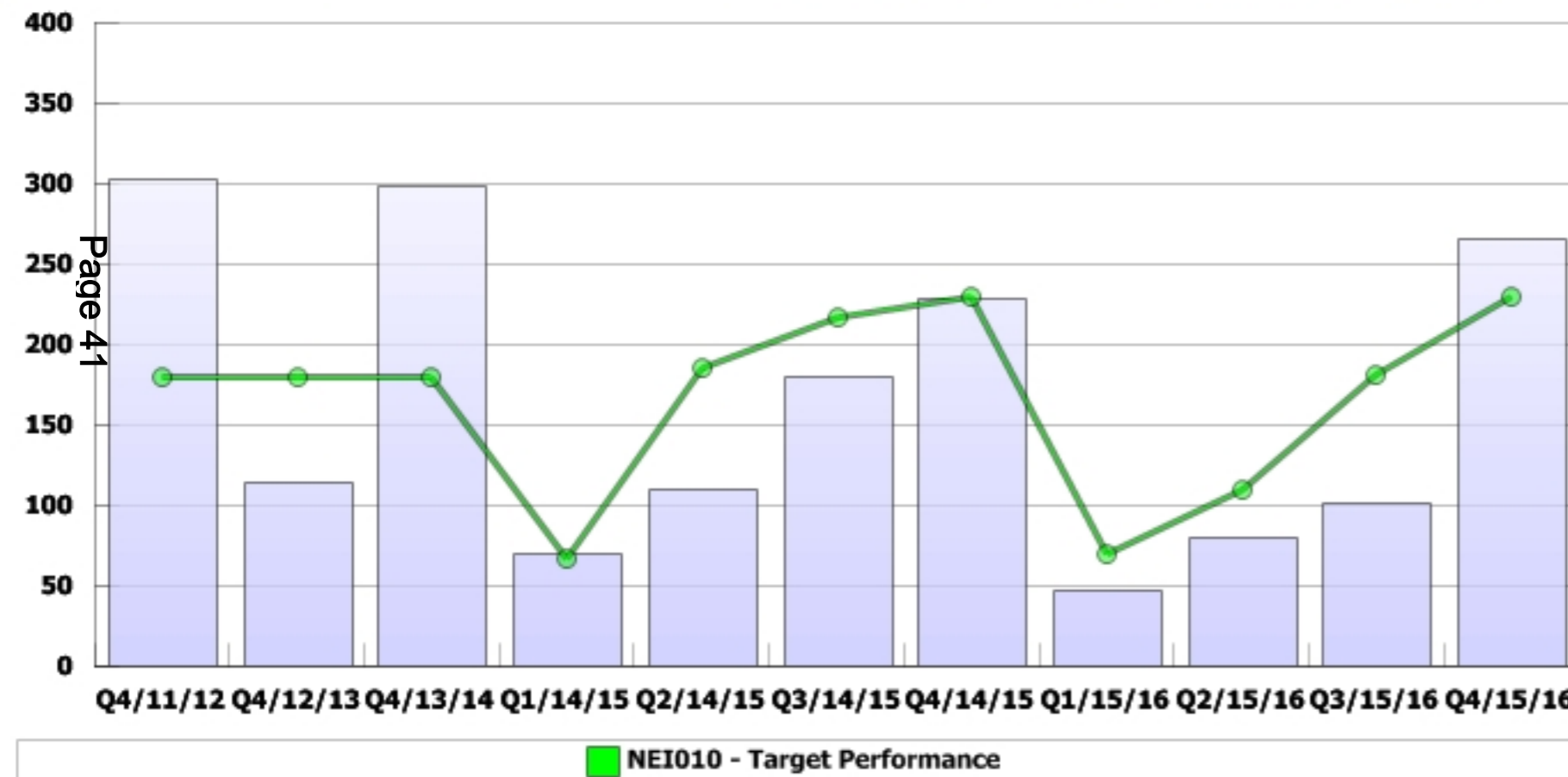


# NEI010 What was the net increase or decrease in the number of homes in the district?

**Additional Information:** This indicator encourages a greater supply of new homes to address long-term housing affordability issues, and measures the net increase in dwelling stock over one year. Quarterly targets and performance details for this indicator represent the cumulative total for the year to date.

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	230	267	✓
Q3/15/16	182	102	✗
Q2/15/16	111	81	✗
Q1/15/16	70	48	✗
Q4/14/15	230	229	✗

Annual Target: 2015/16 - 230  
2014/15 - 230

Indicator of good performance:  
A higher number 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) – Our Quarter 4 KPI non-cumulative figure is 165, and our quarterly cumulative figure is 267.

Our Q4 figure (non-cumulative) is a significant increase on all previous Quarters. This can be attributed to the completion of a major housing development in the District within Q4.

The Q4 cumulative figure of 267 means that the Council surpassed its Annual Target for 2015/16 Housing Completions of 230 additional units by 37.

### Corrective action proposed (if required):

(Q4 2015/16) - None proposed at this time.

It is important to note that the Council has a limited influence over housing completion figures meeting targets. The Council can encourage more building of dwellings by granting planning permission, making strategic housing site allocations through the Local Plan etc., but it does not actually build the vast majority of the dwellings, so it cannot control if and when they are completed. Even if a site is given planning permission, the state of the housing market can mean that projects may not commence as developers may wait and try to take advantage of rising property prices. This means that even if the Council grants sufficient permissions, it cannot guarantee a completion rate.

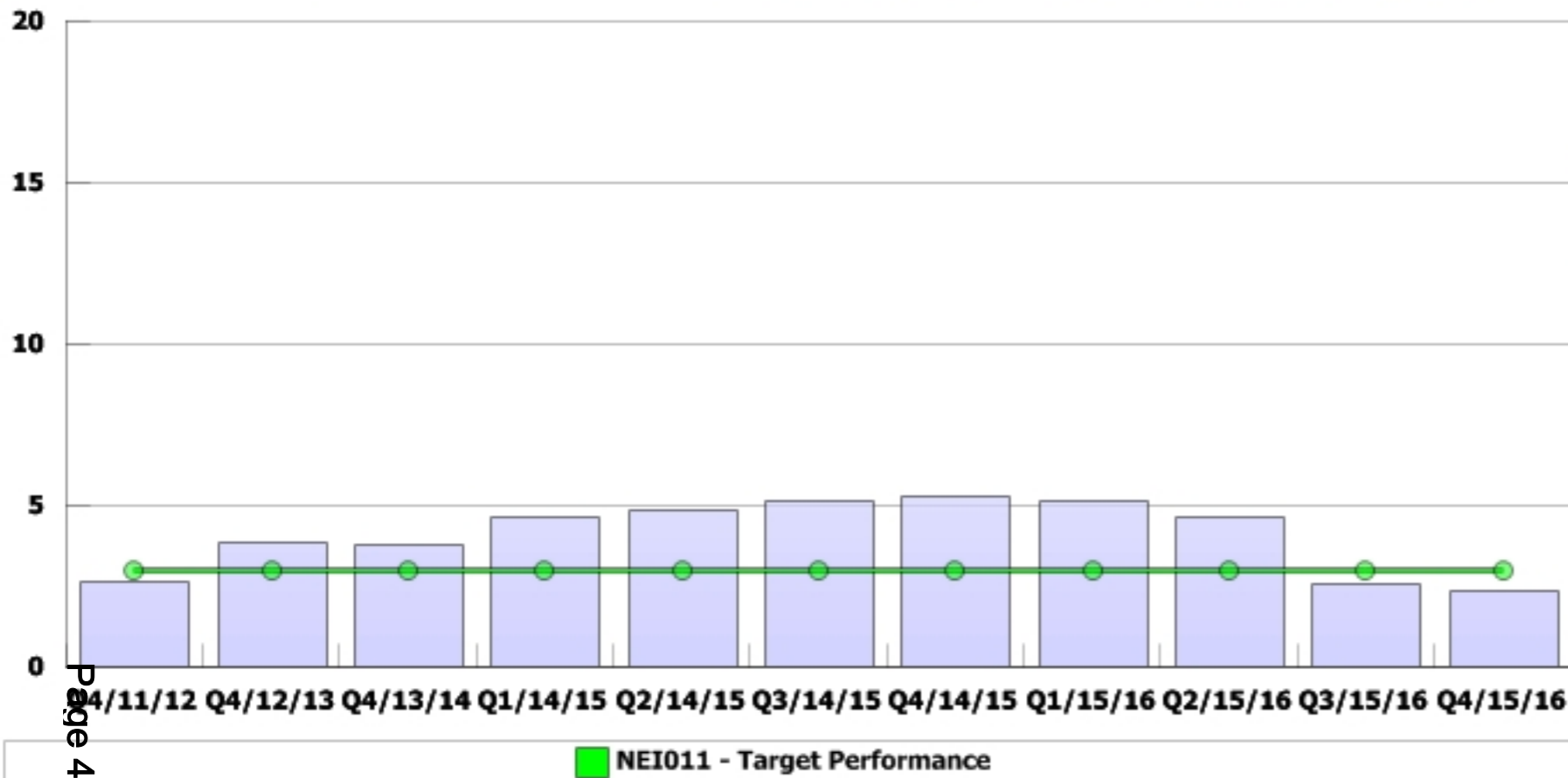
Provision for future housing development will be made through new housing designations in the emerging Local Plan.

# NEI011 What percentage of the rent we were due to be paid for our commercial premises was not paid?

**Additional Information:** This indicator is a measure of a local authority's rent collection and arrears recovery service for its property portfolio and assists in monitoring the collection of important income to the Council. Performance against this indicator is reported on a quarterly basis.

For enquiries regarding this indicator contact the Performance Improvement Unit by email on [performance@eppingforestdc.gov.uk](mailto:performance@eppingforestdc.gov.uk) or by telephone on 01992 564042.

## Current and previous quarters performance



Quarter	Target	Actual	Status
Q4/15/16	3.0%	2.4%	✓
Q3/15/16	3.0%	2.6%	✓
Q2/15/16	3.0%	4.7%	✗
Q1/15/16	3.0%	5.2%	✗
Q4/14/15	3.0%	5.3%	✗

Annual 2015/16 - 3.0%  
Target: 2014/15 - 3.0%

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?

Yes



### Comment on current performance (including context):

(Q4 2015/16) The debt has reduced by a further 10% partly as a result of regular arrears meetings and greater tenant liaison / arrears management.

### Corrective action proposed (if required):

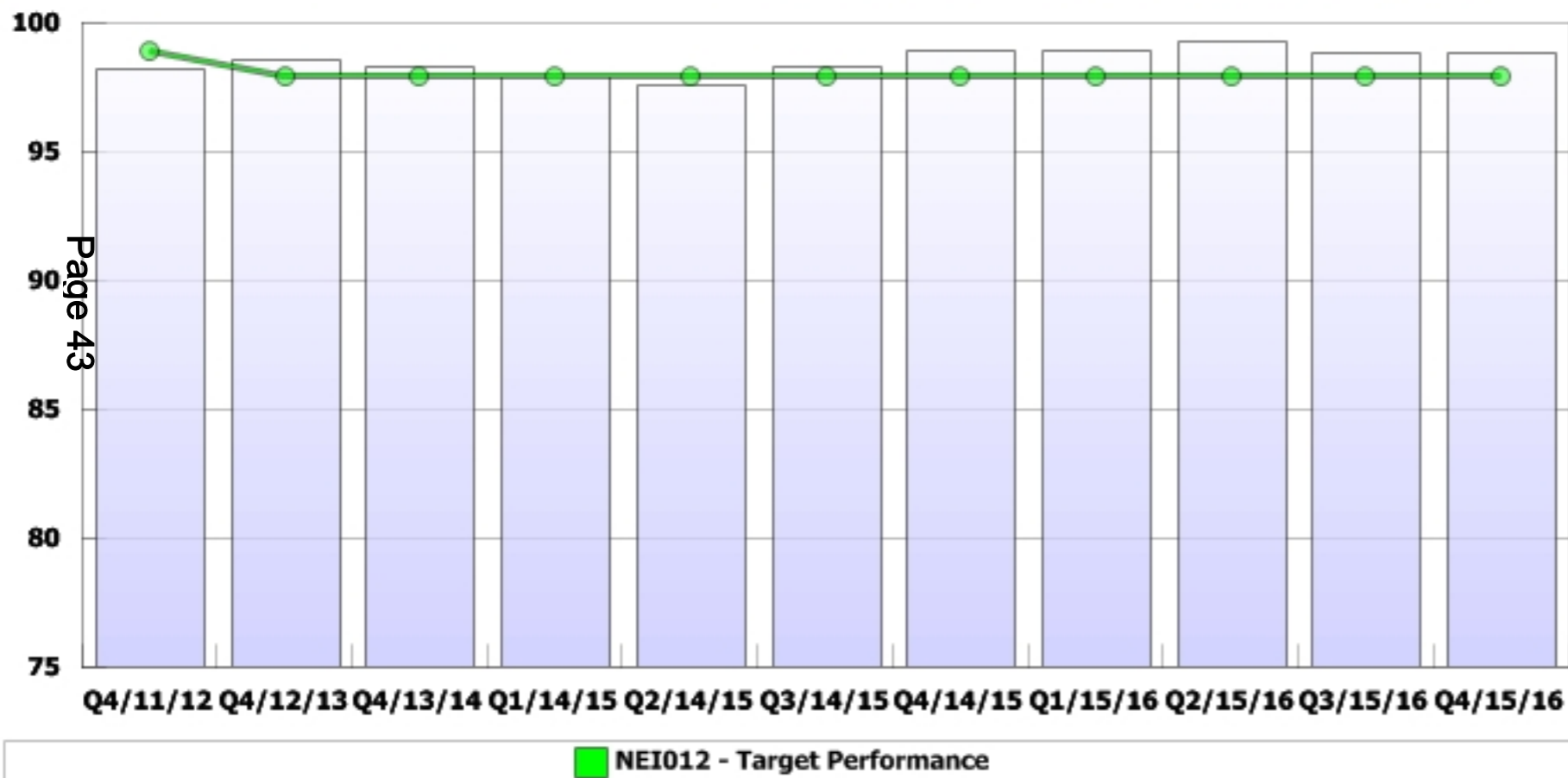
(Q4 2015/16) Currently awaiting outcome of review of debtors policy and working with finance and legal on strategy for larger debts.

# NEI012 What percentage of our commercial premises was let to tenants?

**Additional Information:** This indicator monitors the effectiveness of the local authority's asset management function and helps to monitor the vitality of the Council's commercial and industrial portfolio. Performance against this indicator is reported on a quarterly basis.

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	98.00%	98.89%
Q3/15/16	98.00%	98.89%
Q2/15/16	98.00%	99.32%
Q1/15/16	98.00%	98.98%
Q4/14/15	98.00%	98.98%

Annual Target: 2015/16 - 98.00%  
 Target: 2014/15 - 98.00%

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):

(Q4 2015/16) 3 vacant properties. No change from the last quarter.

### Corrective action proposed (if required):

(Q4 2015/16) Progress with lettings at 12-14 The Broadway, Oakwood Hill and Hillhouse Waltham Abbey. Agents are appointed and marketing is on-going.

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**NEI001 How much non-recycled waste collected for every household in the district?**

Outturn			Target
2012/13	2013/14	2014/15	2015/16
384kg	396kg	393kg	400kg

**Responsible Officer**

Derek Macnab  
Director of Neighbourhoods

Improvement Action	Target Dates	Key Measures / Milestones
The trend in non-recycled waste has been upwards and the following actions are proposed to reduce.		
Review Policy options for dealing with situations when dry recycling (cans, paper, cardboard plastic containers and glass bottles) are presented in the residual waste stream (black lidded wheelie bin) and what actions could be taken to encourage residents to avail the recycling services offered at the door step	Policy review by Cabinet in December 2015	Policy agreed
Use of community events to publicize the materials and extent of recycling in the district. Look at reuse organisations to reduce waste	ongoing	Attendance at events

Improvement Action	Target Dates	Key Measures / Milestones
Review the Policy on size of residual (black lidded) wheelie bin to encourage residents to make full use of the comprehensive recycling service offered by the Council.	Policy review by Cabinet in December 2015	Cabinet approval of Policy  Rationalisation/review of some of the larger wheelie bin allocated to individual properties
Diversion of food waste from the residual waste stream.	Waste Management Partnership Board to consider	

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.

At this stage no additional cost implications are envisaged.

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

Waste analyses have repeatedly shown that some residents do not make full use of the door step recycling services available. In framing a revised Policy due regard will be given to the factors responsible for the lack of recycling by some residents.

**NEI02** What percentage of all household waste was sent to be recycled, reused or composted?

Outturn			Target
2012/13	2013/14	2014/15	2015/16
59.14%	59.00%	58.53%	60.00%

**Responsible Officer**

Derek Macnab  
Director of Neighbourhoods

Improvement Action	Target Dates	Key Measures / Milestones
Collection calendar to every household around publicity on recycling of textiles, batteries and small WEEE electrical items	October 2015	Delivery of new collection calendar
Review Policy options for dealing with situations when dry recycling (cans, paper, cardboard plastic containers and glass bottles) are presented in the residual waste stream (black lidded wheelie bin) and what actions could be taken to encourage residents to avail the recycling services offered at the door step	Policy review by Cabinet in December 2015	Policy agreed
Use of community events to publicize the materials and extent of recycling in the district	ongoing	Attendance at events

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.

At this stage no additional budget is envisaged however some reallocation of budgets within Waste Management Service may be required to rationalise expenditure, for example to carry out additional publicity

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

Waste analyses have repeatedly shown that some residents do not make full use of the door step recycling services. Recycling performance has dipped in some other local Essex authorities.



**NEI03** What percentage of our district had unacceptable levels of litter?

Outturn			Target
2012/13	2013/14	2014/15	2015/16
7%	6%	11%	8%

**Responsible Officer**

Derek Macnab  
Director of Neighbourhoods

Improvement Action	Target Dates	Key Measures / Milestones
Joint inspections with Biffa will take place when assessing this KPI – regular monitoring of all zones after cleansing to ensure standards are reached subject to workload and collection problems	October 2015 January 2016	Reduction in litter
Development of a computer Application for monitoring streets	October 2015	Reduce double handing/input of data collected
Join in county wide campaigns on litter reduction by publicity and education	December 2015	Complete publicity campaign

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.

No budgetary impact is envisaged

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

Now that the refuse and recycling collection services are beginning to normalise it should be possible to refocus on this Indicator and increase the performance to meet and exceed the target.

**NEI04** What percentage of our district had unacceptable levels of detritus(dust, mud, stones, glass etc.)?

Outturn			Target
2012/13	2013/14	2014/15	2015/16
9%	9%	11%	10%

**Responsible Officer**

Derek Macnab  
Director of Neighbourhoods

Improvement Action	Target Dates	Key Measures / Milestones
Joint inspections with Biffa will take place when assessing this KPI – regular monitoring of all zones after cleansing to ensure standards are reached subject to workload and collection problems	October 2015 January 2016	Reduction in detritus
Development of a computer App for monitoring streets	October 2015	Reduce double handing/input of data collected

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.

No impact envisaged

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

Now that the refuse and recycling collection services are beginning to normalise it should be possible to refocus on this Indicator and increase the performance to meet and exceed the target.

**NEI08 What percentage of the recorded incidences of fly-tipping (variation order / non-contract) are removed within 10 working days of being recorded?**

Outturn			Target
2012/13	2013/14	2014/15	2015/16
NEW KPI	96%	91%	90%

### Responsible Officer

Derek Macnab  
Director of Neighbourhoods

Improvement Action	Target Dates	Key Measures / Milestones
eg. Implement postal campaigns to encourage take up of direct debit council tax payments at end of Q1 & Q3	14th July 2015 and 14th January 2016	Increased rate of council tax collection at end of Q2 and Q4
Target achieved 2014/15. A new system of recording fly-tips and clearance data has been implemented to integrate with BIFFA. This has enabled a standard report to be produced that automatically identifies potential service failures or errors in data. We are hoping to implement officer mobile reporting, to further speed up the process of clearance immediately after an inspection for evidence has been completed.	Target monitored on a weekly basis and reported at each quarter	Target aimed to ensure that large or hazardous fly-tip deposits (that cannot be cleared under the waste contract) are quickly cleared and any delay identified and challenged.

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.

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



### **Report to: Neighbourhoods Select Committee**

**Date of meeting: 28 June 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:** Adrian Hendry (01992 564246)

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#### **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 Neighbourhoods 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.

20 actions fall within the areas of responsibility of the Neighbourhoods Select Committee. At the end of the year:

- 11 (55%) of these actions have been achieved at year end; and
- 9 (45%) 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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**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) (b) To continue to review and develop the Council’s own assets and landholdings for appropriate uses, in order to maximise revenue streams and capital receipts, and to deliver the following key projects:**

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

Action	Lead Directorates	Target Date	Status	Progress
4) Negotiate and complete the St John’s redevelopment Scheme at Epping, and identify a suitable location within the District to which the Housing Repairs Service can be relocated from the Epping Depot.	Neighbourhoods	30-Sep-15	Behind Schedule	<p>(Q1 2015/16) The Diocese has agreed to relax the Covenant on Lindsay House and the terms of disposal to Essex County Council have been agreed. The legal documentation regarding the purchase and subsequent sale of the St John’s Road Site to ‘Frontier Developments’, is largely complete. Awaiting final agreement by the County Council’s Cabinet in early September 2015. Legal advice has been sought regarding State Aid. A potential alternative site for a new Housing Repairs Centre, to which the facilities at the Epping Depot at the St Johns Rd site (together with the Housing Assets staff currently based at the Civic Offices, Epping) could relocate is under consideration.</p> <p>(Q2 2015/16) A clarification was sought by the Secretary of State which has delayed the receipt of State Aid approval. An update on the project was given to the Asset Management Cabinet Committee in October. The outstanding issue in relation to the purchase of Essex County Council’s interest is in relation to an overage agreement protecting the County, in the event that a higher volume scheme is developed. The District Council are seeking to implement steps to ensure any scheme is mixed-use and in accordance with the agreed Design and Development Brief. A report on the potential relocation of the Housing Repairs Service to a site in North Weald, is due to be considered by the Cabinet in November 2015.</p> <p>(Q3 2015/16) Secretary of State Approval of State Aid Application was received in November. Negotiation still yet to conclude with respect to the overage agreement required by Essex County Council to protect their interests in the event that a higher value scheme is ultimately developed and/or the developer stands to make excess profit.</p> <p>(Q4 2015/16) Negotiations have concluded with respect to the overage agreement and are awaiting final approval by Essex County Council’s Cabinet Committee.</p>

<p>7) Review all licence arrangements at North Weald Airfield.</p>	<p>Neighbourhoods</p>	<p>30-Apr-15</p>		<p>Behind Schedule</p>	<p>(Q1 2015/16) As a result of the marketing exercise undertaken by Savills, three expressions of interest have been obtained from potential Development Partners to increase aviation activity and revenue. Interviews are being held in late August, with the intention of reporting to the Asset Management Cabinet Committee in October 2015.</p> <p>(Q2 2015/16) The Asset Management Cabinet Committee received a presentation from the Council's consultants, Savills, on the three proposals received as a result of the soft marketing exercise undertaken to identify a potential aviation partner. From the presentation, a clearer indication was received from Members on the key considerations that they would like taken on board in any further procurement exercise. This will be reported to a future Cabinet.</p> <p>(Q3 2015/16) As the soft market testing did not constitute a formal procurement process, a concessionary contract in accordance with OJEU is to be tendered to the wider aviation market. Advertising due to take place in March 2016.</p> <p>(Q4 2015/16) work has still to conclude on the preparation of the concessionary contract documentation for the operational partner due to demand on resources for other major procurement and development projects. However, additional new resource appointed within Estates and Asset Management Team to address any outstanding issues with existing aviation and commercial tenants.</p>
<p>7) (a) To appoint an experienced development partner with the skills to assist the Council in maximising the benefit of its assets at North Weald Airfield to generate additional sources of revenue.</p>	<p>Neighbourhoods</p>	<p>31-Oct-15</p>		<p>Behind Schedule</p>	<p>New action from Q2:</p> <p>(Q2 2015/16) Following the presentation of the three proposals received as a result of the soft market testing exercise to the Asset Management Committee in October, a further report will be made to Cabinet in January 2016, recommending next steps to undertake a more formal procurement exercise.</p> <p>(Q3 2015/16) As above in 7).</p> <p>(Q4 2015/16) As above in 7</p>

<p>8) Progress the Epping Forest Shopping Park scheme in association with Member decisions.</p>	<p>Neighbourhoods</p>	<p>31-Mar-16</p>	<p>Achieved</p>	<p>(Q1 2015/16) The Council has acquired the interest of its previous Development Partner 'Polofind Ltd'. Project Team now working directly to EFDC. Main contract being let in accordance with OJEU Regulations. Highways Contract due to be tendered by end of August 2015 with practical construction work due to commence February 2016. Anchor Tenants largely secured. Still aspiration to open for the Christmas Trading Period in 2016.</p> <p>(Q2 2015/16) The contract for the S278 Highways Works is due to be let at the end of October 2015, with the main construction contract under OJEU procurement regulations following shortly afterwards. A special Cabinet is to be held on the 11 January 2016 to appoint the successful tenderer for the main construction contract. It is hoped to have pre-let contracts in place with anchor retail tenants by the end of the year, in advance of the construction contract being awarded.</p> <p>(Q3 2015/16) The Contract for the S278 Highways Work will be considered by Cabinet in January 2016. Unfortunately no tenders were received for the construction of the main retail park. It is intended to re-advertise under the "restricted" OJEU process in January 2016. Progress continues to be made in securing anchor tenants. The timescale for the Shopping Park opening will need to be revised due to the delays, now likely to be Easter 2017.</p> <p>(Q4 2015/16) Advertising under the restricted OJEU process has taken place with a shortlist of Contractors selected on the basis of the Pre-Qualification Questionnaires returned. The tenders are due to be returned in early May with an anticipated formal award to the successful contractor for the construction of the Shopping Park at the end of June 2016.</p>
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**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
<p>7) (a) Undertake a review of NEPP Off Street Parking arrangements</p>	<p>Neighbourhoods</p>	<p>31-Mar-16</p>	<p>Achieved</p>	<p>New action from Q2: (Q2 2015/16) The Council has commissioned a review of off street parking which will be reported to Cabinet in December 2015.</p>




				<p>(Q3 2015/16) The results of the review of off street parking recommended that the Council would achieve better value for money if it was to withdraw from NEPP and seek an alternative provider. Cabinet to formally consider on the 11 January 2016.</p> <p>(Q4 2015/16) Cabinet having formally considered the implications of withdrawal from NEPP with regard to off street parking, and agreed to give the requisite 12 month notice to the partnership. This has now been served and the procurement process for a new contractor to manage the Council’s car parks has commenced.</p>
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**Aim (ii) To ensure that the Council has a sound and approved Local Plan and commences its subsequent delivery**

**Key Objective (ii) (a) To produce a sound Local Plan, following consultation with local residents and working with neighbouring councils, that meets the needs of our communities whilst minimising the impact on the District’s Green Belt.**

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Action	Lead Directorates	Target Date	Status	Progress
2) Complete the gathering of information to form the evidence on which key decisions will be taken as part of the Local Plan.	Neighbourhoods	30-Apr-15	Behind Schedule	<p>(Q1 2015/16) Local Development Scheme agreed by Cabinet in June. Preferred Options targeted for Autumn 2016. Cabinet to consider Green Belt Review Stage 1 in September 2015 with Stage 2 to be completed by the end of the year.</p> <p>(Q2 2015/16) Green Belt Review Stage 1 considered by Cabinet in September 2015. Consultants have been engaged to undertake Stage II which is targeted to be completed by the end of the year.</p> <p>(Q3 2015/16) Green Belt Review Stage 1 is now complete. Work has commenced on Stage 2 due to complete March 2016. Urban capacity study commissioned and scheduled to present outcomes to Members in February 2016.</p> <p>(Q4 2015/16) Results of urban capability study have been considered by Members. Duty to co-operate continues to meet. Preferred Approach consultation due to commence in Autumn 2016.</p>

<p>3) Agree on objectively assessed Housing and Employment Need for the Local Plan Period.</p>	<p>Neighbourhoods</p>	<p>30-Apr-15</p>		<p>Behind Schedule</p>	<p>(Q1 2015/16) The Strategic Housing Market Area Assessment is due to be considered by the Duty to Co-operate Board on the 22 September 2015. A series of workshops are planned before the Council seeks to formally submit the Objectively Assessed Housing and Employment Need conclusions, into the Local Plan Evidence Base, at its Cabinet Meeting in October 2015.</p> <p>(Q2 2015/16) The Cabinet has accepted the Strategic Housing Market Area Assessment into the evidence base for the Local Plan. This study identified an Objectively Assessed Housing Need of 11,300 for the plan period. Work is ongoing with partner authorities, under the duty to co-operate, to work towards the housing target. A series of Member Workshops are being held in the Autumn on various policy considerations.</p> <p>Q3 (2015/16) Member Workshops have been successfully run and well attended by both District and Town/Parish Members. Duty to Co-operate Board and Officer Working Group continuing to work effectively.</p> <p>(Q4 2015/16) As per Q2 and Q3.</p>
<p>4) Agree a Draft Local Plan and undertake the appropriate sustainability appraisal.</p>	<p>Neighbourhoods</p>	<p>30-Jun-15</p>		<p>Behind Schedule</p>	<p>(Q1 2015/16) The sustainability appraisal work has commenced and due to completion in the early Autumn. Cabinet has agreed to the initial CIL Assessment.</p> <p>(Q2 2015/16) Sustainability appraisal work has now been completed. Work on CIL is ongoing.</p> <p>(Q3 2015/16) As per Q1 and Q2.</p> <p>(Q4 2015/16) As per Q1, Q2, Q3.</p>
<p>4a) To undertake Phase I of a comprehensive Green Belt Review as a key component of the local Plan evidence base.</p>	<p>Neighbourhoods</p>	<p>31-Jul-15</p>		<p>Achieved</p>	<p>New action from Q2:</p> <p>(Q2 2015/16) Phase 1 of the Green Belt Review was reported to the Cabinet in September 2015. Consultation commissioned for Phase II to be completed in January 2016.</p> <p>(Q3 2015/16) Sustainability appraisal work completed and demonstrated the potential for CIL. CIL levels yet to be determined.</p>

					(Q4 2015/16) with work completed on Phase I in September 2015, Phase II now largely complete following consultation with Town and Parish Councils, whose feedback is being incorporated, as appropriate, into the final report.
5) Undertake the Preferred Approach Consultations.	Neighbourhoods	30-Sep-15		Behind Schedule	<p>(Q1 2015/16) Preferred Approach Consultation was according to the current LDS programmed to take place in July to September 2016. Extended consultation on the 1st Phase of the Green Belt Review is likely delay this phase of the Local Plan. Preferred Approach Consultation now likely to start 10 weeks of consultation in early September 2016.</p> <p>(Q2 2015/16) As per Q1.</p> <p>(Q3 2015/16) As per Q1 &amp; Q2.</p> <p>(Q4 2015/16) Preferred Approach due for consultation in the Autumn of 2016.</p>
6) Submit the Final Local Plan to the Planning Inspectorate for Examination.	Neighbourhoods	30-Nov-15		Behind Schedule	<p>(Q1 2015/16) Final Plan to be submitted to Planning Inspectorate in October 2017 with a potential Examination in Public in early 2018, dependent on Planning Inspector availability, with adoption in September 2018 if found sound.</p> <p>(Q2 2015/16) As per Q1.</p> <p>(Q3 2015/16) As per Q1 and Q2.</p> <p>(Q4 2015/16) Target date of October 2017 remains as per current LDS but will be kept under review</p>



**Key Objective (ii) (b) To increase opportunities for sustainable economic development within the District, in order to increase local employment opportunities for residents**

Action	Lead Directorates	Target Date	Status	Progress
2) Incorporate the findings of the Economic Development Study into the Local Plan Evidence base with a view to determining future Employment Need.	Neighbourhoods	30-Apr-15	Achieved	<p>(Q1 2015/16) The future employment needs of the District have been assessed as part of the work undertaken to develop the Strategic Housing Market Area Assessment which also addresses employment. Due to be considered by Cabinet in October 2015.</p> <p>(Q2 2015/16) Cabinet adopted the employment needs of the District as part of the SHMAA report considered in October 2015.</p> <p>(Q3 2015/16) As per Q2.</p> <p>(Q4 2015/16) As per Q3</p>
3) After consultation on Preferred Options to allocate Employment land within the Council's Local Plan.	Neighbourhoods	30-Nov-15	Behind Schedule	<p>(Q1 2015/16) Employment policies and site allocations will be made after consideration as part of the Preferred Options exercise. Scheduled for Autumn 2016. Council to consider Publication Plan in March 2017.</p> <p>(Q2 2015/16) As per Q1.</p> <p>(Q3 2015/16) As per Q1 and Q2.</p> <p>(Q4 2015/16) As per Q1, however, the Preferred Approach consultation timetable is under and now likely to be in the Autumn of 2016.</p>

<p>4) Develop and implement a new Economic Development Plan for the District, building on the work that has been undertaken with regard to individual Town Centres.</p>	<p>Neighbourhoods</p>	<p>31-May-15</p>	<p>Achieved</p>	<p>(Q1 2015/16) Work is ongoing with respect to the development of the Economic Development Plan. A key decision which will be central to the plan, is the employment requirements identified through the SHMA. The Plan is now anticipated in December 2015.</p> <p>(Q2 2015/16) The employment needs have now been identified, with the Economic Development Plan now anticipated in January 2016.</p> <p>(Q3 2015/16) Economic Development Plan due for completion in March 2016.</p> <p>(Q4 2015/16) Economic Development and Employment Policies drafted for inclusion in the Local Plan.</p>
<p>5) Continue to support the work of Local Business Partnerships to support the local economy and generate additional local employment opportunities.</p>	<p>Neighbourhoods</p>	<p>(not specified)</p>	<p>Achieved</p>	<p>(Q1 2015/16) Work is ongoing to support Local Business Partnerships through attendance at Town Centre Partnerships, the publication of Business Briefings and organisation of networking events. The work in relation to Superfast Broadband will be of significant benefit to businesses in rural areas.</p> <p>(Q2 2015/16) The Rural Challenge Broadband Scheme has been awarded to Gigaclear whose roll out is due to commence at the beginning of November 2015. This will provide a significant improvement to broadband speed for rural businesses as well as residents.</p> <p>(Q3 2015/16) Work continues with partners to promote economic development in the District. Initial meeting of local Economic Development Board held.</p> <p>(Q4 2015/16) As per Q3</p>
<p>5a) To continue to be proactively involved in the delivery of the Essex Superfast Broadband Project initiative to support business generally, but in particular in Rural Area.</p>	<p>Neighbourhoods</p>	<p>31-Mar-16</p>	<p>Achieved</p>	<p>New action from Q2:</p> <p>(Q2 2015/16) Essex Rural Broadband Project is rolling out in November 2015.</p> <p>(Q3 2015/16) First customers for the Gigaclear Rural Challenge rollout are anticipated to be connected to Superfast Broadband by Christmas 2015.</p> <p>(Q4 2015/16) Superfast Broadband project continues to roll-out successfully in rural areas, with good level of uptake and customer satisfaction.</p>

**Key Objective (ii) (c) To deliver the Council's new Leisure and Cultural Strategy, in order to maximise participation and value for money in the provision of leisure and cultural services to local residents and visitors.**

Action	Lead Directorates	Target Date	Status	Progress
3) Appoint external specialist support to the competitive dialogue process for the new Leisure Management Contract, to ensure that the Council achieves best consideration.	Neighbourhoods	30-Apr-15	Achieved	<p>(Q1 2015/16) RTP Consultants appointed. Officer Working Groups and Portfolio Holder Advisory Group established. Work is advanced on Initial Business Case to be considered by Portfolio Holder Advisory Group in September and Cabinet in October. The report to Cabinet will be recommending the Contract Strategy to include Contract length, packaging and options for refurbishment and/or new build.</p> <p>(Q2 2015/16) The Cabinet formally accepted the Business Case and Procurement Strategy for the new Leisure Management Contract at their October meeting. The OJEU advert is due to be placed in the last week of October. VEET notice has been issued clarifying the intention to extend the current contract by up to 1 year. Contract Documents being prepared to include the Descriptive Document and Draft Contract for bidders' interested in responding to the pre-qualification questionnaire and engaging with the competitive dialogue process.</p> <p>(Q3 2015/16) As per Q2</p> <p>(Q4 2015/16) Shortlisted contractors engaged in first round of competitive dialogue. Procurement timetable on schedule to appoint incoming contractor by January 2017. Target savings of £250K per annum still being pursued in addition to capital investment.</p>
3a) To consider a business case with respect to procurement and contract packaging options for the new Leisure Management Contract, allowing Members to select the most	Neighbourhoods	30-Sep-15	Achieved	<p>New action from Q2:</p> <p>(Q2 2015/16) Business Case and Procurement Strategy agreed by Cabinet on the 8 October 2015.</p> <p>(Q3 2015/16) As per Q2</p> <p>(Q4 2015/16) As per A3</p>

<p>advantageous approach.</p>				
<p>4) In accordance with the recommendations of the Leisure and Culture Strategy to jointly pursue the provision of a new Secondary School on the Ongar Campus site, with a view to entering a Dual-Use Agreement for the Leisure Centre.</p>	<p>Neighbourhoods</p>	<p>31-May-15</p>	<p>Achieved</p>	<p>(Q1 2015/16) Since formal adoption by Full Council in December 2014, work is ongoing to deliver the key objectives of the Strategy through the Leisure Management Procurement process and Neighbourhood and Communities Business Plans.</p> <p>(Q2 2015/16) The new Ongar Academy successfully opened for the first intake of pupils in September. Currently operating out of temporary accommodation leased to the Academy at the rear of the Leisure Centre. Pre-application discussions have commenced on the new permanent school.</p> <p>(Q3 2015/16) Pre-application discussions on-going. Full Planning Application for new school anticipated in Spring 2016.</p> <p>(Q4 2015/16) Planning Application submitted and due for formal consideration by Planning Committee in April 2016.</p>
<p>5) As part of the competitive dialogue procurement process for the new Leisure Management Contract, take forward the provision of a replacement swimming pool in Waltham Abbey.</p>	<p>Neighbourhoods</p>	<p>31-Mar-16</p>	<p>Achieved</p>	<p>(Q1 2015/16) As per ii) (c) 2).</p> <p>(Q2 2015/16) Principle of re-provision on the Hillhouse site endorsed by Members as part of the agreement of the Leisure Management Business Case and Procurement Strategy.</p> <p>(Q3 2015/16) Five contractors have been invited post PQQ to submit proposals for the first stage of competitive dialogue for the new Leisure Management Contract. The ability of contractors to design, build and manage any new Leisure Centre at Hillhouse will be evaluated.</p> <p>(Q4 2015/16) The first round of competitive dialogue for the procurement of a new Leisure Management Partner has commenced, with a strong shortlist of interested contractors. Positive proposals for a potential new Leisure Centre at Hillhouse and the improvement of other centres have been presented.</p>

## **Report to Neighbourhoods Select Committee**



**Date of meeting: 28<sup>th</sup> June 2016**

**Subject: Environmental Charter and Objectives**

**Officer contact for further information: Liz Ainslie, 01992 564235**

**Committee Secretary: Adrian Hendry**

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### **Recommendations/Decisions Required:**

- 1. (a) That the Neighbourhoods Select Committee considers the Environmental Charter and associated commitments and actions, attached at appendices 1 and 2 respectively, and recommends them to the Cabinet accordingly; and,**  
  
**(b) That an item be added to the Select Committee's Work Programme to receive an annual report on progress against the Action Plan.**

### **Report:**

1. The direction of the Council's future strategies on environmental issues was previously considered by the Council's Leadership Team on 11 November 2015 and the Neighbourhoods and Communities Select Committee on 17 November 2015. The Select Committee agreed that a draft environmental charter and action plan should be developed, under the broad headings recommended by the Leadership Team, to replace the existing Climate Change Policy 2009. It was further agreed that this should be brought back to the Select Committee for 'comments and agreement'.

2. The outcome of these discussions was considered at the Green Working Party (GWP) on 7 December when it was agreed that the charter and action plan should be modelled on the 'Climate Local' methodology. This looks at various environmental commitments for a local authority and breaks them down into broad areas, such as Finance, Energy, the Natural Environment, etc. Within each area, suggestions are made for environmental commitments and associated actions.

3. The development of the charter and action plan was added as to the GWP's work programme accordingly. The draft Charter attached at Appendix 1 and the Commitments and Actions document attached at Appendix 2 are the final drafts from discussions that took place at meetings of the GWP and were signed off by the GWP on 7 June 2016. The documents follow the format of Climate Local methodology but are tailored to EFDC requirements.

4. The Environmental Charter is an overarching document to explain what we as EFDC (and the GWP) feel are our main commitments to the environment as the area leader. It is free from labels such as policy names to ensure that the document is inclusive enough to cover all areas of EFDC's operations.

5. The 'Commitments and Actions' is a document to demonstrate ways in which we are fulfilling our Charter. It is broken into three main headings with broad actions under each heading. The broad actions will then be supported by specific actions from the GWP work plan. Once actions have been completed they can be added to this document as a record of

what we have achieved. In this way the work plan can be the “working document” which changes, supporting the overall commitments and actions document.

6. The Council’s Management Board considered the documents at its meeting on 15 June and recommended some minor changes to the Environmental Charter which have been highlighted on the document in Appendix 1.

7. The Neighbourhoods Select Committee is recommended to consider and recommend these documents to the Cabinet and receive an annual report on progress against the Action Plan.

**Reason for decision:**

To provide information of the Environmental Charter and commitments/actions plan in accordance with the decision of the Neighbourhoods and Communities Select Committee on 17 November 2015.

**Options considered and rejected:** None as the Charter and associated documents have been developed in accordance with the express wish of the Neighbourhoods and Communities Select Committee on 11 November 2015.

**Resource implications:** None

**Legal and Governance Implications:** None

**Safer, Cleaner, Greener Implications:** The Environmental Charter and associated commitments action document state the Council’s high level aspirations with regard to climate change, tackling greenhouse gas emissions and sustainability and therefore has implications under the ‘safer, cleaner, greener’ agenda.

**Consultation Undertaken:** Consultation has taken place with the Council’s Leadership Team on 11 November 2015, The Neighbourhoods and Communities Select Committee on 17 November 2015 and the Green Working Party on 8 March and 6 June 2016. Comments have been taken into account in the development of the documents where appropriate.

**Background Papers:** Climate Local methodology ([www.local.gov.uk/climate-local](http://www.local.gov.uk/climate-local)).

**Impact Assessments:**

**Risk Management:** No risks identified

**Equality:** The actions and commitments in the Environmental Charter will provide benefits fairly to everyone in our community regardless of protected characteristics.

## **APPENDIX 1**

### **THE ENVIRONMENTAL CHARTER FOR EPPING FOREST DISTRICT COUNCIL**

Epping Forest District is unique. It is largely rural, with 92% of the district Metropolitan Green Belt land. There are Sites of Special Scientific Interest, conservation areas and over 200 Local Wildlife Sites, as well as Special Conservation and Protection areas.

Residents have stated the special character of the District is important to them, in particular main issue for them is to protect the Green Belt land ~~in the district~~. In order to do this, we must recognise the impacts climate change will have on the area. We must ensure that we act in an environmentally responsible way, both as individuals and as a council, to reduce these impacts and mitigate changes.

We also recognise that our council has an important role to help our residents and businesses to capture the opportunities and benefits of action on climate change.

**To achieve this, we will progressively address the risks and pursue the opportunities presented by a changing climate, in line with local priorities, through our role as:**

- Community leader – helping local people and businesses to be smarter about their energy use and to prepare for climate impacts.
- Service provider – delivering services that are resource efficient, less carbon intensive, resilient and that protect those most vulnerable to climate impacts.
- Estate manager – ensuring that our own buildings and operations are resource efficient and are prepared for the impacts of a changing climate.

We will do this by:

- Working across all EFDC departments, teams, policies and plans to ensure that **all** opportunities to meet the Charter's objectives are pursued.
- Setting EFDC locally-owned and determined commitments and actions to reduce carbon emissions and to manage climate impacts. These will be specific, measurable and challenging.
- Publishing our commitments, actions and progress, enabling local communities to hold us to account.
- Sharing the learning from our experiences and achievements with other councils.
- Regularly refreshing our commitments.

**As signatories of this Charter, we the undersigned pledge to:**

Commit to Climate Adaptation:

Ensure the Council's assets and operations are resilient to the predicted climate change impacts. Assist in the work to prepare the District for the new climate.

Tackle Greenhouse Gases:

Reduce the amount of CO<sub>2</sub> and other greenhouse gases we as a Council emit through our services and operations.

Be More Sustainable Ourselves:

Influence and use our powers where possible to minimise the environmental impact of our actions and decisions. Assist residents to become more sustainable through advice and policies.

Signed:

Dated:

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APPENDIX 2

In order to achieve our commitments, EFDC will look for opportunities to meet the Charter's objectives during the development, and execution, of the transformation process. The Green Working Party in particular will work closely to achieve goals set by the Local Plan, Green Infrastructure Plan, ICT Strategy, and Transformation projects.

The following are the main commitments and actions agreed to achieve our goals as stated in the Environment Charter, as recommended by Climate Local for Local Authorities. To support these high-level commitments and actions the Green Working Party will continue to hold a Work Plan to record tasks and report progress.

Climate Adaptation

Commitment: Ensure the Council's assets and operations are resilient to the predicted climate change impacts and assist in the work to prepare the District for the new climate.
Progress:

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Ref	Action(s)	Monitoring	Outcomes	Resources
C.01	Inform the public and local stakeholders of our commitment to tackling climate change and adapt for future scenarios through Climate Local and communications.			
C.02	Produce an annual report of progress on climate change targets and actions.	Example: Produce report; put on website and promote.		
C.03	Encourage stakeholders and community groups to develop their own climate change action plans.			
C.04	Ensure policies are joined up within the Local Plan, District Plans, Green Infrastructure plans, EFDC Delivery Plan, and any others.			

Tackling Greenhouse Gas Emissions

Commitment: Reduce the amount of CO2 and other greenhouse gases we emit in the District.
Progress:

	Action(s)	Monitoring	Outcomes	Resources
G.01	Monitor and measure our energy use as a Council.	Example: CRC and GHG reporting		
G.02	Develop a carbon management plan for the Council to show how we plan to reduce our emissions in the next 5 and 10 years.			
G.03	Establish targets of cuts and measures of progress for the Council; report annually.			
G.04	Review the council's potential for energy efficiency improvements in its own properties and housing stock.	Examples: Lighting; double glazing; etc.		
G.05	Review the council's renewable energy potential in its own properties and housing stock.	Continue to gain RHI funding for housing.		
G.06	Work with local businesses to help them reduce their emissions.			
G.07	Provide grants or loans for community carbon reduction projects and signposting community groups to external sources of support and funding.			
G.08	Ensure a policy for the council's vehicle fleet; ensure low-emissions and hybrid/electric is considered when new vehicles leased.			

- G.09 Reduce the amount of waste and increase the amount of recycling from ALL council offices.  
Communicate with residents to increase recycling and reuse.
- G10 Work with outside organisations (WRAP, etc) to educate public about reducing their waste.

## Sustainability

Commitment: Influence and use our powers where possible to minimise the environmental impact of our actions and decisions. Assist residents to become more sustainable through advice and policies.
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Progress:
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	Action(s)	Monitoring	Outcomes	Resources
S.01	Hold sustainability awareness campaigns and training annually to inform council staff of the issues.			
S.02	Engage with residents to seek their views on what they would like to see for EFDC, e.g. electric vehicle charge points, more cycle lanes, sustainable food information, etc.	Example: Survey of residents		
S.03	Inform and educate general public about what the council is doing to increase our sustainability.	Examples: Website news; press releases.		
S.04	Inform and educate general public about what they can do to increase their energy efficiency and how to fund this. Newsletters, roadshows, events, etc.			
S.05	Utilizing our procurement strategy (which includes sustainability) to integrate sustainability and environmental criteria during procurement where possible.			
S.06	Using the LEP, ensure low carbon growth of area businesses is central. To include encouraging businesses who are sustainable and use renewables, etc.			
S.07	Work with the Local Food plan to ensure the area's food supply is sustainable, including what the council purchases.			
S.08	Work with local tourist boards to ensure that the attractions, and travel to them, is sustainable.			
S.09	Promote the area's biodiversity and work with Countrycare to increase access to the natural environment, where possible.			
S.10	Remind residents of the opportunities available for utilising the natural space in EFDC.			