

Select Committee Agenda



Neighbourhoods Select Committee Tuesday, 20th November, 2018

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

Council Chamber - Civic Offices, High Street, Epping
on **Tuesday, 20th November, 2018**
at **7.30 pm** .

Derek Macnab
Acting Chief Executive

**Democratic Services
Officer**

V. Messenger
Tel: (01992) 564243 Email:
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Members:

Councillors N Bedford (Chairman), H Brady (Vice-Chairman), A Beales, P Bolton, R Brookes, K Chana, I Hadley, S Heather, L Hughes, L Mead, S Neville, A Patel, M Sartin, D Stocker and J H Whitehouse

SUBSTITUTE NOMINATION DEADLINE:

6.30 pm

1. APOLOGIES FOR ABSENCE

2. SUBSTITUTE MEMBERS (COUNCIL MINUTE 39 - 23.7.02)

To report the appointment of any substitute members for the meeting.

3. NOTES OF PREVIOUS MEETING (Pages 3 - 8)

To agree the notes of the meeting of the Select Committee held on 20 September 2018.

4. DECLARATIONS OF INTEREST

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 and Scrutiny members are asked to pay particular

attention to paragraph 9 of the Code in addition to the more familiar requirements.

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

Paragraph 9 does not refer to Cabinet decisions or attendance at an OS meeting purely for the purpose of answering questions or providing information on such a matter.

5. TERMS OF REFERENCE AND WORK PROGRAMME (Pages 9 - 12)

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

6. CORPORATE PLAN 2018-2023 - PERFORMANCE REPORT QUARTERS 1 & 2 2018-19 (Pages 13 - 46)

To consider the report (attached).

For information: the previous regular performance reports covering the annual Corporate Plan Key Action Plan, Key Performance Indicators and Transformation Highlight Report have now been superseded by this single integrated performance report.

7. LOCAL PLAN UPDATE

To receive a progress report on the current position of the Local Plan.

8. LEISURE CONTRACT UPDATE (Pages 47 - 48)

To consider the report (attached) following the Leisure Management Contract Partnership Board meeting held on 27 September 2018.

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

To consider which reports are ready to be submitted to the Overview and Scrutiny Committee at its next meeting on 18 December 2018.

10. FUTURE MEETINGS

To note the next meeting date of this Committee will be held on 29 January 2019 at 7.30pm.

**EPPING FOREST DISTRICT COUNCIL
NOTES OF A MEETING OF NEIGHBOURHOODS SELECT COMMITTEE
HELD ON THURSDAY, 20 SEPTEMBER 2018
IN COUNCIL CHAMBER - CIVIC OFFICES
AT 7.30 - 8.07 PM**

Members Present:	N Bedford (Chairman), A Beales, P Bolton, R Brookes, S Heather, L Hughes, L Mead, A Patel, M Sartin, D Stocker, H Whitbread and J H Whitehouse
Other members present:	S Heap, J Lea and J Philip
Apologies for Absence:	H Brady, K Chana, I Hadley and S Neville
Officers Present	D Macnab (Acting Chief Executive), Q Durrani (Service Director (Contracts & Technical Services)), L Lipscombe (Contingency Planning & Corporate Safety Officer), V Messenger (Democratic Services Officer) and T Tsui (Projects Officer (Planning Policy))

18. SUBSTITUTE MEMBERS (COUNCIL MINUTE 39 - 23.7.02)

It was reported that Councillor H Whitbread was substituting for Councillor H Brady.

19. APPOINTMENT OF VICE-CHAIRMAN

In the absence of the Vice-Chairman, the Chairman, Councillor N Bedford, sought nominations for the role of Vice-Chairman.

RESOLVED:

That Councillor H Whitbread be elected Vice-Chairman for the duration of the meeting.

20. NOTES OF PREVIOUS MEETING

RESOLVED:

That the notes of the last meeting of the Neighbourhoods Select Committee held on 26 June 2018 be agreed.

21. DECLARATIONS OF INTEREST

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

22. TERMS OF REFERENCE AND WORK PROGRAMME

(1) Terms of Reference

The Committee noted the Terms of Reference.

(2) Work programme

The Committee noted the current Work Programme.

23. EMERGENCY PLANNING AND CORPORATE HEALTH AND SAFETY ARRANGEMENTS

The Contingency Planning and Corporate Safety Officer, Ms L Lipscombe, addressed members on the Council's emergency planning and corporate health and safety arrangements.

Having previously worked for twelve years for Uttlesford District Council covering emergency planning, health and safety and fire safety, she had managed a number of high-profile incidents that had occurred during her time there. This had included helping to co-ordinate the arrival of over 600 evacuees from Lebanon at Stansted Airport in 2006. When 38,000 spectators had watched the 2012 Olympic torch relay, she had recruited and managed the 125-volunteer route marshals, and was a tactical command officer for the 2014 Tour de France through Uttlesford.

Emergency planning and business continuity included the responsibility of ensuring the Council could effectively respond to a civil emergency in the District. During 2019 she would be introducing a training programme for officers to cover strategic, tactical and operational roles.

The Emergency Planning Officer (EPO) liaised with the multi-agency Essex Resilience Forum that included various authorities, such as Essex Police, Essex County Fire and Rescue Service, and East of England Ambulance, plus a number of parish and community groups. She regularly attended 'Working on Tuesday' meetings at Essex County Fire and Rescue Service headquarters where countywide EPOs met to train, plan, network and risk assess. The EPO would help to identify risks specific for Essex by looking at the national risk register. Plans would then be prepared on a countywide, districtwide or individual basis. The Council had its own Rest Centre plan, but she would liaise with Connect Plus on the Bell Common Tunnel emergency plan and Stansted Airport on any incidents that could affect the District. She also attended parish council meetings to encourage them to make their own contingency plan and write a parish emergency plan.

Corporate business continuity would be reviewed with the new service directors in due course to encourage managers within the respective service areas to work together on a business continuity plan. She intended to organise a bespoke course on emergency planning for these officers to help them produce a management plan and updated business continuity plan. She intended to produce a full business impact analysis of the Council's critical functions and produce an incident response plan.

On corporate health and safety, the Accompanied Attendance List would be renamed the Cautionary Contact List in October 2018 and be trialled for a short period alongside the current system to ensure all the information had been reviewed and transferred across. The list would come under her remit as the Corporate Safety Officer, be more efficient and user friendly, GDPR compliant, and would be reviewed every six, nine and twelve months.

All training had been completed for the Council's lone workers using the Skyguard personal safety devices, and there had already been a couple of incidences since she had started working. Health and safety week from 22 – 29 October 2018 would

focus on reminding managers to conduct regular updates of their lone workers' risk assessments.

TagEvac, the new fire safety evacuation system, had been installed at the Civic Offices, and Evac chairs had been affixed in the stairwells. A number of new fire marshals had been trained and shown the areas under their responsibility in the event of an incident. The personal evacuation plans held for some specific staff had also been updated. The fire safety policy and emergency procedures for the Civic Offices were being reviewed. The Oakwood Hill Depot was also currently updating its procedures. Once this had been completed, the procedures at all the other Council owned sites would undergo a review.

On general health and safety issues, the accident report form was being overhauled to include near miss incidents, an expectant mothers/nursing mothers risk assessment had been introduced, and a revised staff health and wellbeing strategy was being produced.

The following questions were received from members.

Councillor J H Whitehouse asked if members could undergo safety training? This was also in connection with voluntary service work. The Contingency Planning and Corporate Safety Officer responded positively that she would be happy to provide members with lone worker safety training. The Chairman added that the Suzy Lamplugh Trust had a very good training programme.

Councillor A Patel remarked that she had a very large remit under her job role and asked how did she report back to the Council? The Contingency Planning and Corporate Safety Officer replied that she reported to the Service Director (Commercial and Regulatory Services), J Nolan. The Acting Chief Executive, who chaired the Corporate Safety Group, added that the Council therefore had a strong focus on health and safety.

24. LOCAL PLAN UPDATE

The Planning and Governance Portfolio Holder, Councillor J Philip, reported that a lengthy member briefing on the whole of the Local Plan (LP) had been held at the Civic Offices on 11 September 2018, and highlighted the following key points.

1. The submission of the LP had been held up in the Courts and the Judicial Review appeal had been dismissed. However, the developer had then gone to the Court of Appeal and the Council was hoping for a response soon.
2. The Implementation Team was in place to deal with an anticipated surge in applications for LP development sites.
3. A Quality Review Panel had been set up in April 2018 to critical assess large scale site applications.
4. Public Developer Forums had already been held for development sites at Waltham Abbey and North Weald.
5. The Epping Forest Special Area of Conservation (SAC) was to do with the recreational use of the Forest by visitors and on a District-wide level air quality. Within 3.2 kilometres of the boundary of the SAC, developers

would have to pay a contribution towards making improvements to the Forest and, on a District-wide level, to air quality. Therefore planning permission could not be issued and the Council was waiting for further instructions from Natural England on the SAC.

Councillor A Patel remarked that if the appellant had made a further appeal, could other people / organisations object to the LP? Councillor J Philip replied that he did not think this was the case. If the application for this appeal was rejected then the Council was expecting the injunction to be removed. The next stage would be to submit the LP for public examination. Any person who had made a Regulation 19 response could address the Inspector at the public enquiry. Once the Inspector had been through the LP and made any suggestions, these modifications would be taken on board, otherwise the LP would be unsound. The Council was hoping that the planned development sites were about right. However, when the LP was with the Secretary of State someone could take it to judicial review again.

Councillor J Lea queried the halt to planning approval for applications within the Epping Forest SAC? Councillor J Philip replied that there would still be planning committee meetings taking place to determine applications and grant permission, but the Council could not issue approval until a Section 106 agreement was in place. In the meantime, a mitigation strategy for the Epping Forest SAC would be being produced in partnership with Natural England and should be going to the Cabinet meeting on 18 October 2018 for adoption.

25. KEY PERFORMANCE INDICATORS 2018/19 - QUARTER 1 PERFORMANCE

It was noted that the KPIs had been under review but had been agreed by the Finance and Performance Management Cabinet Committee on 13 September 2018. Future quarterly reports covering quarters 1 and 2 would be made to the Select Committee at its next meeting on 20 November 2018.

26. CORPORATE PLAN KEY ACTION PLAN 2018/19 - QUARTER 1 PERFORMANCE

It was noted that the new Corporate Plan 2018–2023 benefits maps and performance indicator set, which superseded the previous KPIs, had been agreed by the Finance and Performance Management Cabinet Committee on 13 September 2018. Future quarterly reports covering quarters 1 and 2 would be made to the Select Committee at its next meeting on 20 November 2018.

27. TRANSFORMATION PROGRAMME - PROJECT DOSSIER

The Neighbourhoods Project Dossier Report had detailed three projects on the Risk Potential Assessment (RAG) with a 'red' dot. These were:

- P107 Estates Service Review where progress stood at 98 per cent. The project had been completed but was waiting for the project manager to formally close the project;
- P165 Major Tree Works Procurement where progress also stood at 98 per cent. The project had been completed but was waiting for the project manager to formally close the project; and

- P114 St John's Road Development which stood at 92 per cent as the Tripartite agreement was awaiting the final conclusion between the three parties – the Council, Epping Town Council and Frontier Estates.

Councillor J H Whitehouse asked where the hold-up was on project P114? The Acting Chief Executive replied that when the land had been originally acquired from Essex County Council (EEC), the negotiations had taken eighteen months to complete. A further delay by Epping Town Council was due to negotiations on the community provision to be guaranteed under the Tripartite agreement and problems around the final price.

Councillor R Brookes queried why the progress on project P135 New Leisure Management Contract Programme was shown as 24 per cent and that the latest note had been omitted from the report? The Acting Chief Executive apologised the report lacked an accompanying note but as the leisure management contract was a 20-year contract, this was why progress stood at 24 per cent. However, he would seek clarification on this, but assured members the project was on track.

Councillor A Patel asked about project P165 Major Tree Works Procurement and if there was any provision for parish councils to sub-contract the Council's contractor for works to its own trees, as tree work maintenance was expensive? The Service Director (Contract and Technical Services), Q Durrani, replied that some local councils already had such contracts, one of which was Loughton Town Council, so other parish councils could also apply. The Acting Chief Executive advised the clerk to approach Q Durrani about any work that was needed within that parish.

Councillor M Sartin commented that on project P165 the contractor also worked on ECC land, as a major part of the contract applied to the maintenance of street trees, in addition to the Council's estate trees. She asked if the Council recharged ECC for work undertaken on ECC's behalf? The Acting Chief confirmed this was the case.

28. TRANSFORMATION PROGRAMME - PROJECT CLOSURES

It was noted that the Project Management Office (PMO) Project Closure Report on P140 District Emergency Control Centre Plan was out of sequence in the agenda and should have accompanied the report for this item.

The Contingency Planning and Council Safety Officer, L Lipscombe, had reviewed this project and confirmed the Council's Civil Emergency Plan 2015–2020 was fit for purpose. It was reported that during previous emergencies, as with the Limes Farm incident, the Council had set up an emergency response team at the Civic Offices. The Council's role was one of mutual assistance to the emergency services. In the latest fire incident at Burton Road, Loughton, evacuation of the building had not been required. However, if necessary, evacuation would have been to Epping Forest College and an emergency response team had been on standby at the Civic Offices.

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

There were no reports to be made to the next O&S Committee on 29 October 2018.

30. FUTURE MEETING

It was noted that the next meeting of the Neighbourhoods Select Committee would be held on 20 November 2018 at 7.30pm.

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NEIGHBOURHOODS SELECT COMMITTEE

TERMS OF REFERENCE 2018/19

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 Directorate;
2. To consider any matter referred to the Select Committee by the Overview and Scrutiny Committee;
3. To keep under review:
 - (a) environmental enforcement activities;
 - (b) waste management activities;
 - (c) leisure Management; and
 - (d) the development of the Local Plan;
4. To consider the effect of Government actions or initiatives on the services and functions of the Neighbourhoods Directorate and any implications for the Council's residents, service users and others, and to respond to consultation activities as appropriate;
5. To establish working groups as necessary to undertake any activity within these terms of reference;
6. To undertake pre-scrutiny through the review of specific proposals of the Council and its partner organisations or other local service providers, insofar as they relate to the services and functions of the Governance Directorate, to help develop appropriate policy;
7. To identify any matters within the services and functions of the Governance Directorate that require in-depth scrutiny, for referral to the Overview and Scrutiny Committee;
8. To recommend the establishment of task and finish panels to the Overview and Scrutiny Committee as necessary, in order to undertake any activity within these terms of reference;

Performance Monitoring

9. 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

10. 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;
11. 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; and

Transformation Programme

13. To review relevant projects and associated closure and benefits reports arising from initiatives undertaken as part of the Council's Transformation Programme.

Chairman: Councillor N Bedford

Neighbourhoods Select Committee (Chairman – Councillor N Bedford) Work Programme 2018/19			
Item	Report Deadline / Priority	Progress / Comments	Programme of Future Meetings
(1) KPIs 2017/18 – Outturn Position	First meeting of each municipal year	Outturn report for 2017/18. (COMPLETED)	26 June 2018 20 September 2018 20 November 2018 29 January 2019 19 March 2019
(2) Corporate Plan Key Action Plan 2017/18 – Outturn Position	First meeting of each municipal year	Outturn report for 2017/18. (COMPLETED)	
(3) Corporate Plan 2018-2023 – Performance Report (quarterly) for 2018/19	Quarterly	<i>(NB: Incorporates NSC KPIs)</i> Q1 & Q2 November 2018 Q3 January 2019 2019/20 NSC KPI targets (report) March 2019	
(4) Directorate Business Plan 2019/20	19 March 2019	Relevant Portfolio Holders to present highlights of priorities and service challenges for their portfolio for the next municipal year (MY) to the final select committee meeting in each MY.	
(5) Transformation Projects – new	As appropriate	Details of new projects to be submitted for scrutiny relevant to this select committee.	
(6) Transformation Projects – closure and benefits reports	As appropriate	Details of reports to be submitted for information relevant to the this select committee.	
(7) Local Plan – to receive regular updates on the current position	Update to go to each meeting	To keep a watch in brief on the position of the District's Local Plan.	
(8) Leisure Management Contract	As appropriate: November 2018	To review the Council's leisure contract with Places for People Leisure from April 2017. <i>(NB: Last Board meeting 27 September 2018).</i>	
(9) Environmental Enforcement Activity	March 2019	Annual report to this select committee.	

Neighbourhoods Select Committee (Chairman – Councillor N Bedford)

Work Programme 2018/19

Item	Report Deadline / Priority	Progress / Comments	Programme of Future Meetings
(10) Corporate Green Working Party – progress	As appropriate: January 2019	(a) To monitor and review the Council's progress towards the development and adoption of a corporate environmental policy / energy strategy. (b) To receive Officer full progress report (<u>not</u> Minutes) of December 2018 meeting.	
(11) Environmental Charter – 6-monthly updates	June 2018	To receive an annual update of the Council's Environmental Charter as agreed on 28 June 2016. (COMPLETED)	
	January 2019	To receive 6-monthly updates on the progress of the Environmental Charter as agreed on 26 June 2018.	
(12) Off-Street Parking Service – yearly review	June 2018	To annually review off-street parking services to 31 March 2018. NSL contract started April 2017. (COMPLETED)	
(13) Emergency Planning and Corporate Health and Safety Arrangements	September 2018	To receive a presentation on the Council's emergency planning and corporate health and safety arrangements. (COMPLETED)	
(14) Air Quality Officer	June 2018	Presentation made. (COMPLETED)	
(15) Public Health Officer	June 2018	Presentation made. (COMPLETED)	



SCRUTINY



Report to Neighbourhoods Select Committee

Date of meeting: 20 November 2018

Portfolio: Environment (Councillor N Avey)

Subject: Corporate Plan 2018-2023 –
Performance Report Q1 & Q2 2018-19

Officer contact for further information: M Chwiedz (01992 562076)

Democratic Services Officer: V Messenger (01992 564265)

Recommendations/Decisions Required:

- (1) That the Committee review the outturn position for Quarter 1 and Quarter 2 2018/19, in relation to the achievement of the Corporate Plan for 2018-2023 within its areas of responsibility;**
- (2) That the Committee identifies any actions and/or projects, performance indicators and/or benefits, which require in-depth scrutiny or further report on performance.**

Executive Summary:

The Corporate Plan 2018-2023 is the authority's key strategic planning document. The Plan lays out the journey the Council will take to transform the organisation to be 'Ready for the Future'. The plan links the key external drivers influencing Council services, with a set of corporate aims and objectives, grouped under three corporate ambitions.

A Corporate Specification for each year (previously called the Key Action Plan) details how the Corporate Plan is being delivered through operational objectives, with these in turn linked to annual Service business plans.

The success of the Corporate Plan is assessed through the achievement of a set of benefits, each measured through one or more performance indicators, focussed on what the Council achieves for customers. Strategic Board, Cabinet and the Scrutiny Committees have overview and scrutiny roles to drive improvement in performance and ensure corrective action is taken where necessary.

Reasons for Proposed Decisions:

This combined report brings together the performance of the Council against the Corporate Plan and gives 'clear line of sight' for performance across the Council via the new benefits maps and performance indicator set. The benefits maps 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 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 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:

The Corporate Plan – Context, Aims and Objectives

1. The Corporate Plan is the Council's highest level strategic document. It sets the strategic direction and priorities for the organisation for the lifetime of the plan and provides a framework to demonstrate how the work of the Council fits together at a strategic level.
2. The new Corporate Plan runs from financial year 2018/19 to 2022/23 and was adopted by full Council on 21 December 2017. This plan links the key external drivers influencing Council services, with a set of corporate aims and objectives, grouped under three corporate ambitions. The Corporate Plan is the cornerstone of the Council's performance management framework, called its Benefits Management Strategy. The Corporate Plan also provides the policy foundation for the Council's Medium Term Financial Strategy (MTFS) and is essential for the prioritisation of resources to provide public services and value for money.
3. The Council's external drivers have been identified by Cabinet Members and the Council's Management Board and Leadership Team, for the next five years. They have been further refined through consultation and linked with a set of three interdependent corporate ambitions:
 - Stronger Communities;
 - Stronger Place; and
 - Stronger Council.
4. Each ambition has a set of corporate aims, which are in turn detailed by one or more corporate objective.
5. An annual Corporate Specification details how the Corporate Plan will be delivered through a set of operational objectives for that year. In turn, these operational objectives are responded to through annual Service business plans.
6. The previous regular performance reports covering the annual Corporate Plan Key Action Plan, Key Performance Indicators and Transformation Highlight Report have now been superseded by this single integrated performance report.

Benefits Realisation

7. The Corporate Plan can be viewed as a set of benefits maps – one map for each of the ten corporate aims. The content of these maps is by necessity more technical than is presented in the public document.
8. An explanation of these benefits maps is provided in this section of the report.
9. All benefits from individual corporate objectives, connect back to four key benefits, which are as follows:

- K1 Improved customer value – recognising what customers' value about our services and placing them as the heart of everything we do;
- K2 Increased efficiency – focussing on our speed of delivery and getting things right first time;
- K3 Increased agility – reducing red tape, simplifying how we work through joined up services; and
- K4 Increased savings and income – delivery of resource savings and income generation, to keep Council Tax low.

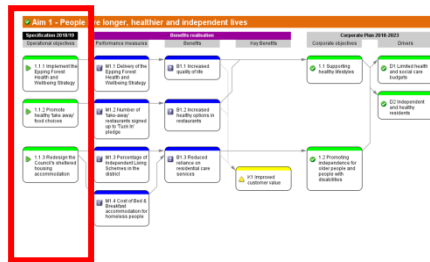
10. In this context, a benefit is defined as: the measurable improvement resulting from an outcome perceived as an advantage by a stakeholder, which contributes towards one or more organisational objectives.

11. Please note that when the benefits maps are created, best practice is to start from the right-hand side and work towards the left, i.e. start with the needs of our customers or the end in mind, and work back to the solutions on the left-hand side. When the organisation delivers services, it starts on the left-hand side and works over to the right, i.e. the delivery goes from left to right.

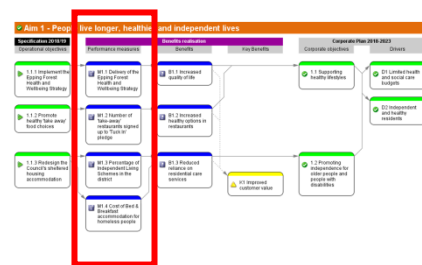
How to Read the Performance Report

12. The Report works through each Corporate Aim in turn, starting with the headline benefits map, followed by detailed lists of the elements from the map, working from left to right: (a) operational objectives, (b) projects and programmes, and (c) performance indicators.

Working from the left-hand side of the benefits maps (see example), the first column contains the annual Specification – formally the Key Action Plan – as a set of operational objectives covering both Businesses As Usual (BAU) and business transformation (projects and programmes).



13. The next column of the benefits maps covers the measurement of performance through a set of Performance Indicators (PIs).

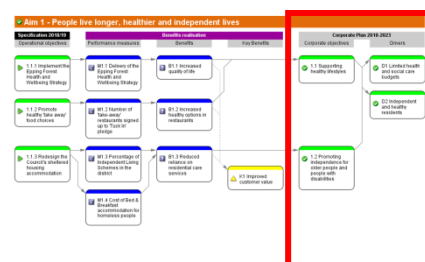


14. The benefits for stakeholders sit at the centre of the benefits maps. One or more performance measures makes up each (intermediate) benefit. Individual performance measures may contribute to one or more benefit. Where this is the case, weightings that show how the performance of these indicators 'roll-up' is given. Similarly, an individual indicator may contribute to the realisation of one or more benefits.



In turn, each (intermediate) benefit contributes to one or more of the four key benefits.

The right-hand side of the benefits maps shows the corporate aims and objectives and the environmental factors which drive them. The progress of Actions and Benefits are combined to indicate the 'rolled-up' status of the Corporate Objectives and their respective Drivers.



15. In addition, each performance indicator has been identified as either 'Corporate (C)' or 'Partnership (P)', to show whether there are factors outside of the Council's control which impact on the indicator.

Red-Amber-Green Status, Targets and Thresholds

16. Individual elements are colour coded using the Red, Amber, Green status indicators – often abbreviated to RAG – to highlight exceptions that may require attention. This enables Members and officers to efficiently focus on areas where performance may be below target, and where remedial actions or further scrutiny may be required. By following the links left-to-right on the benefits maps – between projects / actions, indicators, benefits and objectives – the maps also show the likely cause (to the left) or impact (to the right) of any underperformance.

17. Where appropriate, each individual performance indicator has a target for the Corporate Plan period. This will be profiled across the five years of the plan, and could be a flat line, cumulative, ramp-up or tail-off in shape. In addition, where appropriate each individual performance indicator has an amber threshold tolerance. Between the target and the amber tolerance, performance would be reported as Amber, beyond this threshold, performance would be reported as Red.

18. The key to the icons used on the benefits maps is as follows:

	Green	Indicates an element that is on target or has been completed
	Green	Indicates an action that is in progress or is assigned
	Amber	Indicates: <ul style="list-style-type: none"> Performance Indicator (or Risk) that is neither red nor green; or An Action that is unassigned, i.e. it doesn't have an owner
	Red	Indicates: <ul style="list-style-type: none"> A Performance Indicator below target, or An overdue Action based on the deadline date, or A Risk with a high rating
	Blue	Indicates that there is data missing and Pentana Performance is unable to make a calculation for that Performance Indicator, therefore it will not show one of the other traffic light icons

19. The scrutiny committee that owns each element for scrutiny purposes is indicated by the following acronyms:

O&S	Overview and Scrutiny Committee
CSC	Communities Select Committee
GSC	Governance Select Committee
NSC	Neighbourhoods Select Committee
RSC	Resources Select Committee

20. The progress of performance is reviewed by Strategic Board, the Finance and Performance Management Cabinet Committee and Cabinet at the conclusion of each quarter. Service Directors review performance with the relevant portfolio holder(s) on an ongoing basis

throughout the year. Select Committees are each responsible for the scrutiny of quarterly performance within their areas of responsibility.

Performance Report

21. The Committee is requested to review the performance outturn position against the benefits maps, in relation to the achievement of the Corporate Plan for 2018-2023.

22. The Committee is requested to identify any actions and/or projects, performance indicators and/or benefits, which require in-depth scrutiny or further report on performance.

Resource Implications:

None for this report.

Legal and Governance Implications:

There are no legal or governance implications arising from the recommendations of this report.

Safer, Cleaner and Greener Implications:

None for this report.

Consultation Undertaken:

The Finance and Performance Management Cabinet Committee – 13 September 2018

Overview and Scrutiny Committee – 29 October 2018

Background Papers:

Various reports, culminating in:

- Corporate Plan 2018-2023 Report to Cabinet (C-032-2017/18) on 7 December 2017.
- Corporate Plan 2018-2023 Report to Council (Item 12) on 21 December 2017.
- Corporate Plan 2018-2023 – Progress Reporting and Performance Indicator Set:
 - Neighbourhoods Select Committee on 20 March 2018
 - Resources Select Committee on 14 March 2018
 - Governance Select Committee on 27 March 2018
 - Communities Select Committee on 18 March 2018
 - Overview and Scrutiny Committee on 17 April 2018.
- Corporate Plan 2018-2023 – Benefits Maps, Performance Indicator Set, Targets and Progress Reporting (FPM-002-2018/19) report to Finance and Performance Management Cabinet Committee on 21 June 2018.

Risk Management:

There are no risk management issues arising from the recommendations of this report. Relevant issues arising from actions to achieve specific objectives or benefits will be identified by the responsible service director during business planning and communicated to the Corporate Risk Management Group.

Equality Analysis

This is a quarter 1 and a quarter 2 position for 2018-19, in relation to the achievement of the objectives and measures contained within the Corporate Plan. There are no equality implications arising from the specific recommendations of this report. Relevant implications arising from individual actions will be identified and considered by the responsible service director.

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Our Corporate Plan 2018-2023

"Ready for the future"

Stronger communities

1. People live longer, healthier and independent lives

1.1 Supporting healthy lifestyles

1.2 Promoting independence for older people and people with disabilities

2. Adults and children are supported in times of need

2.1 Safeguarding and supporting people in vulnerable situations

3. People and communities achieve their full potential

3.1 Enabling communities to support themselves

3.2 Provide culture and leisure

3.3 Keeping the district safe

Stronger places

4. Delivering effective core services that people want

4.1 Keeping the district clean and green

4.2 Improving the district housing offer

5. A district with planned development

5.1 Planning development priorities

5.2 Ensuring infrastructure supports growth

6. An environment where new and existing businesses thrive

6.1 Supporting business enterprise and attracting investment

6.2 People develop skills to maximise their employment potential

6.3 Promoting retail, tourism and the visitor economy

Stronger council

7. Customer satisfaction

7.1 Engaging with the changing needs of our customers

8. Democratic engagement

8.1 Robust local democracy and governance

9. A culture of innovation

9.1 Enhancing skills and flexibility of our workforce

9.2 Improving performance through innovation and new technology

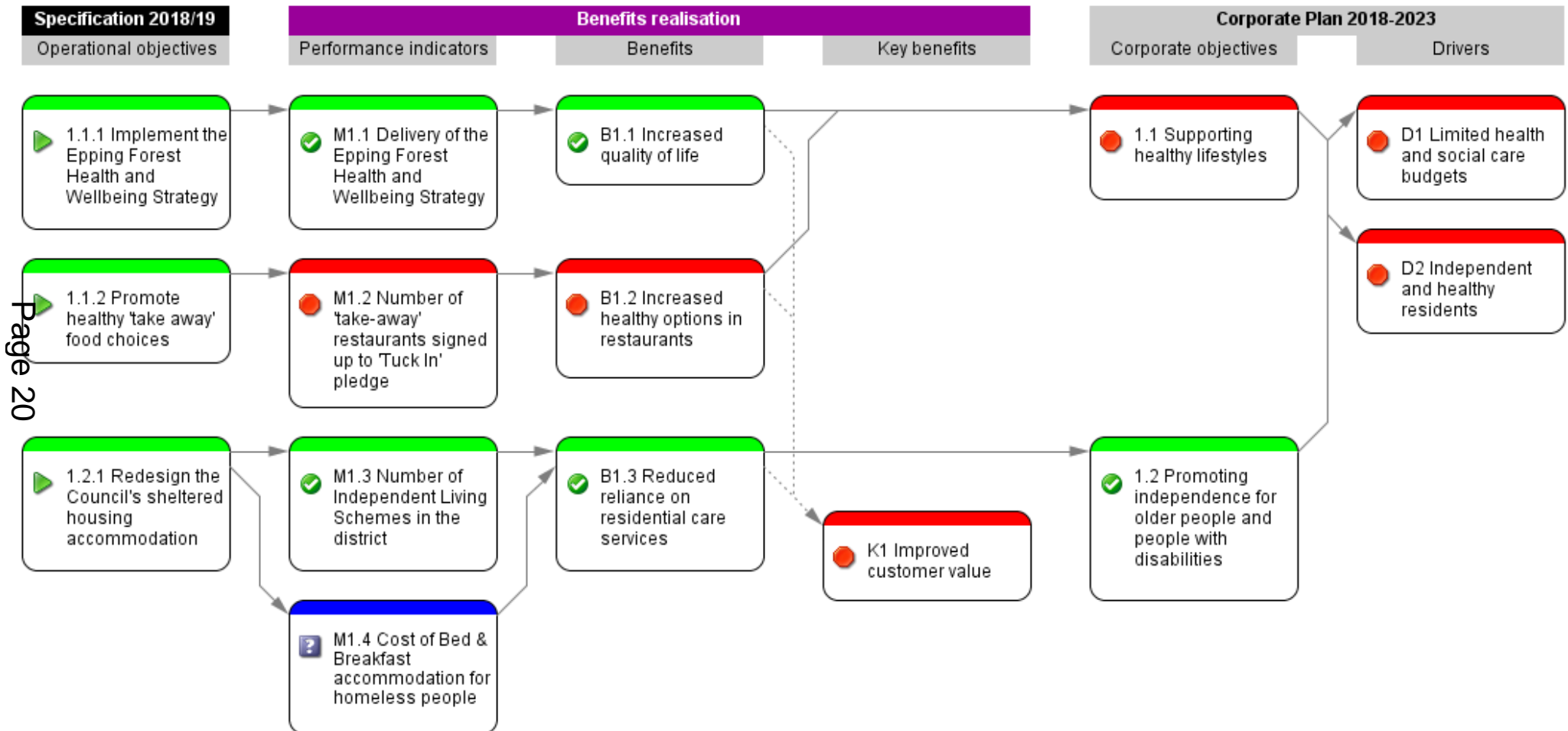
10. Financial independence with low Council Tax

10.1 Efficient use of our financial resources, buildings and assets

10.2 Working with commercial partners to add value for our customers

Aim 1 - People live longer, healthier and independent lives

Stronger communities



**Aim 1 People live longer, healthier and independent lives**

Stronger communities

To improve the quality of life and life expectancy of all our residents by promoting healthier lifestyles, as well as providing homes and facilities to reduce the future demand on social care services and support the independence of our more vulnerable residents.

Corporate objective 1.1 Supporting healthy lifestyles

Improving the quality of life, as well as life expectancy of all our residents by supporting and promoting healthier lifestyles, providing opportunities for physical activity and initiatives to support the emotional and mental health of our children and young people.

Operational objective 1.1.2 Promote healthy 'take-away' food choices

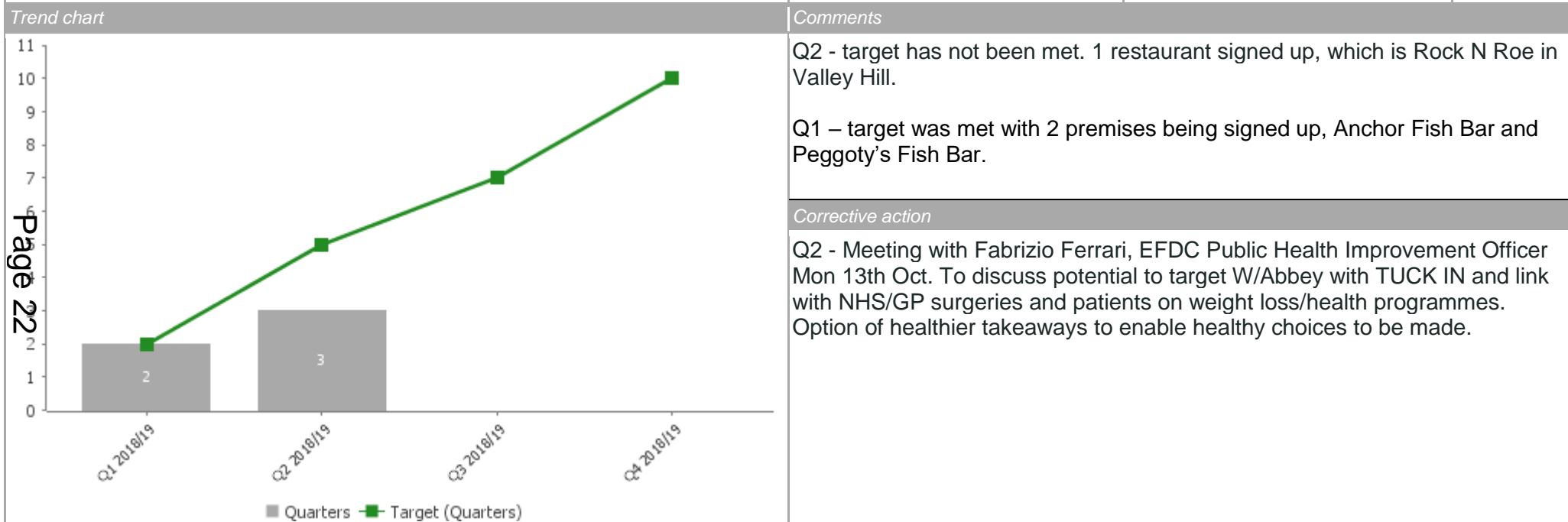
RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Promote healthy 'take-away' food choices	50%	31-Mar-2019	Action On Target	NSC	Assistant Director - Environment & Neighbourhoods (NNS01)
Page 21	Q2 - TUCK IN group have funded an evaluation of the project. Objectives of evaluation, - Identify blocks/restrictions hampering LA involvement and activities to engage businesses, what are they finding as common concerns from businesses about signing up - Businesses that are signed up; What were their main concerns about signing up, have they benefitted; what further support do they need to promote TUCK IN and healthier options. Evaluation to be undertaken at EFDC on 31st October, findings fed back in project report to TUCK IN group.					
	Q1 - 2 Premises signed up: Anchor Fish Bar and Peggoty's Fish Bar					



Performance indicator M1.2 Number of 'take-away' restaurants signed up to 'Tuck In' pledge

This indicator is a measure of the number of take-away restaurants and cafes who sign up to the 'Tuck In' pledge (this is an Essex County Council initiative).

Is year-end target likely to be achieved?	Live from	Scrutiny
 Uncertain	2018	NSC

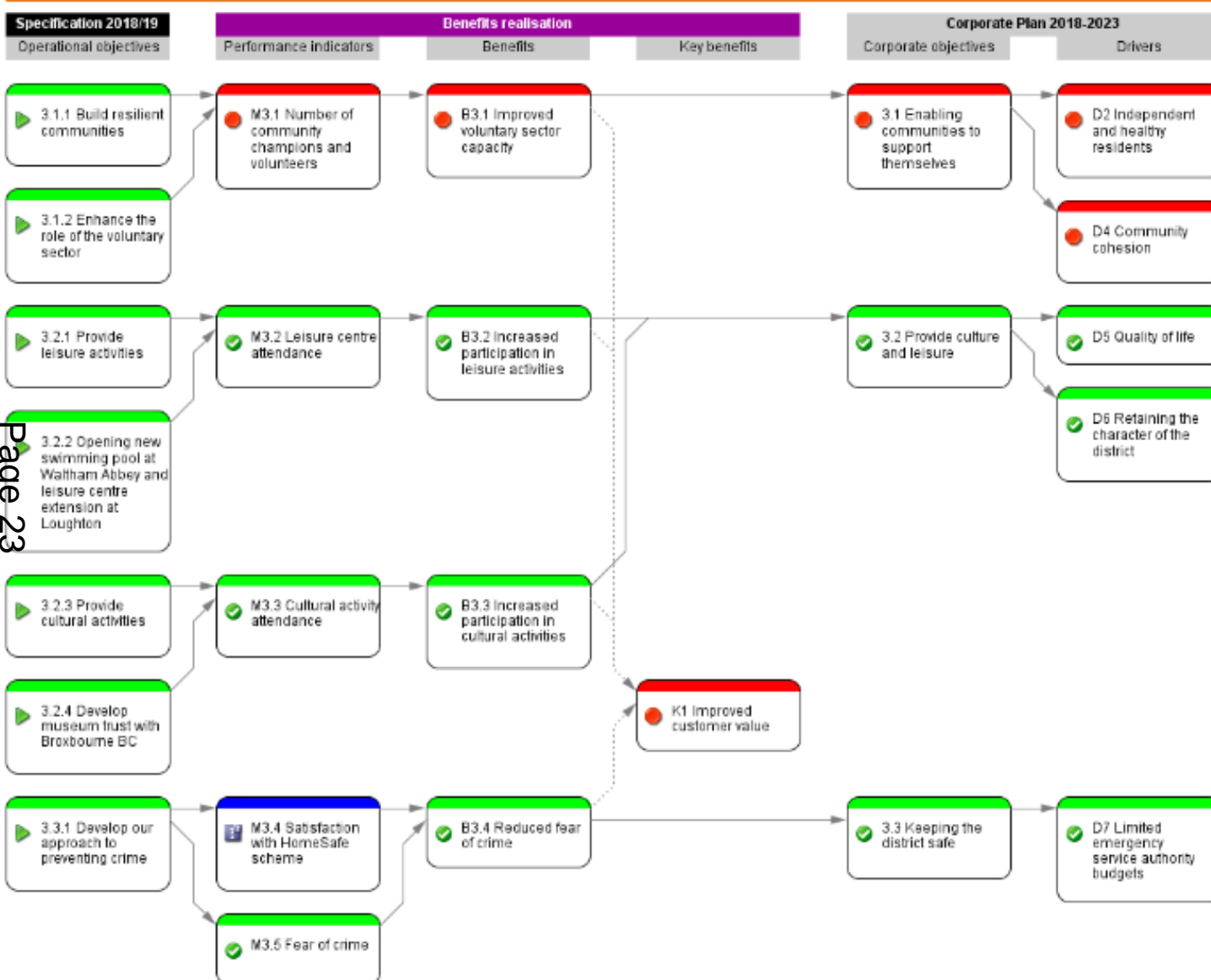
Manager	Good performance	Corporate or Partnership indicator	Annual trend
Assistant Director - Environment & Neighbourhoods (NNS01)	Aim to Maximise	Partnership	



Q1 2018/19			Q2 2018/19			Q3 2018/19			Q4 2018/19		
Target	Value	Status	Target	Value	Status	Target	Value	Status	Target	Value	Status
2	2		5	3		7			10		

Aim 3 - People and communities achieve their potential

Stronger communities



**Aim 3 People and communities achieve their potential**

Stronger communities

Corporate objective 3.2 Providing culture and leisure

Residents of all ages and backgrounds enjoy opportunities to participate in cultural and leisure activities which celebrate the rural character and heritage of our district.

Operational objective 3.2.1 Provide leisure activities

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Provide leisure activities	50%	31-Mar-2019	Action On Target	NSC	Acting Chief Executive
	Q2 – As per Q1, Leisure activities being met and delivered					

Projects & programmes P135 New Leisure Management Contract Programme

RAG	Description	Progress	Due date	Stage	Scrutiny	Manager
	To maximise participation and value for money in the provision of leisure services to local residents and visitors through a partnership contract to manage the Council's Leisure Centres, and involving the extension of Loughton Leisure Centre as well as a final decision on whether to proceed with the construction of the new North Weald Leisure Centre.	41%	31-Mar-2023	Implement	NSC	Leisure Management Contract Manager

Operational objective 3.2.2 Opening new swimming pool at Waltham Abbey and leisure centre extension at Loughton

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Opening new swimming pool at Waltham Abbey and leisure centre extension at Loughton	70%	31-Mar-2019	Action On Target	NSC	Assistant Director - Environment & Neighbourhoods (NNS01)
	Q2 - Loughton refurbishment completed in September. The Waltham Abbey Centre opens on 17th November.					
	Q1 - Leisure Centre is ahead of schedule and due to open in early November 2018.					



Performance indicator **M3.2 Leisure centre attendance**

The number of attendances at leisure centres through Epping Forest District Council

Is year-end target likely to be achieved?

▶ Yes

Live from

2018

Scrutiny

NSC

Manager

Assistant Director - Environment & Neighbourhoods (NNS01)

Good performance

Corporate or Partnership indicator

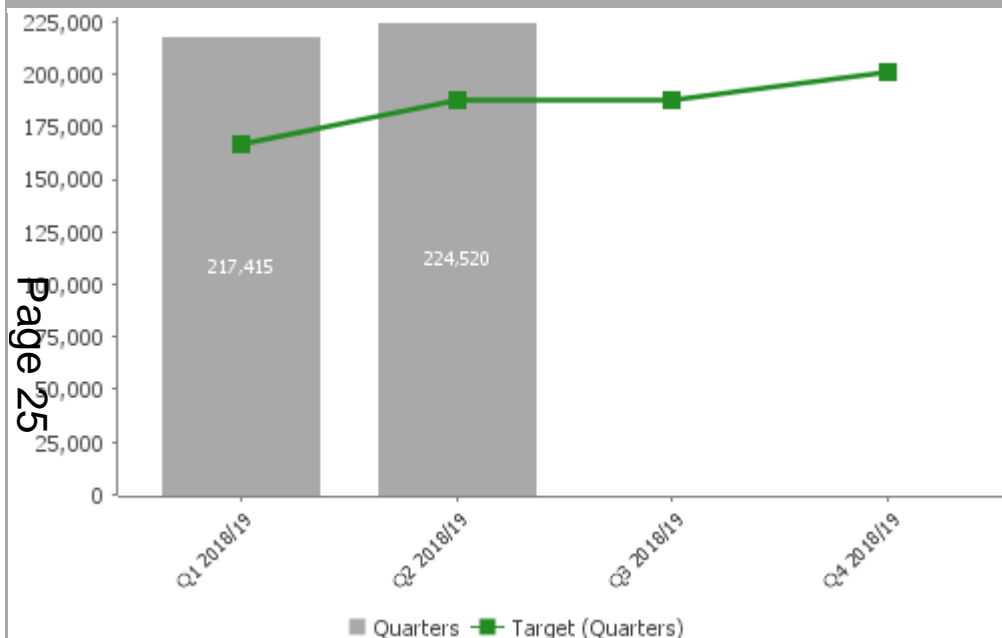
Annual trend

Aim to Maximise

Corporate



Trend chart



Comments

Q2 - The performance data for the current reporting period is estimated only. The reporting periods of the leisure contractor and our own reporting periods do not match therefore some data is not yet available, hence the estimates used.

Q1 - Exceeded on Q1 17/18 target massively as year one target was when contract was initially implemented and not all the data recording was in place at the time

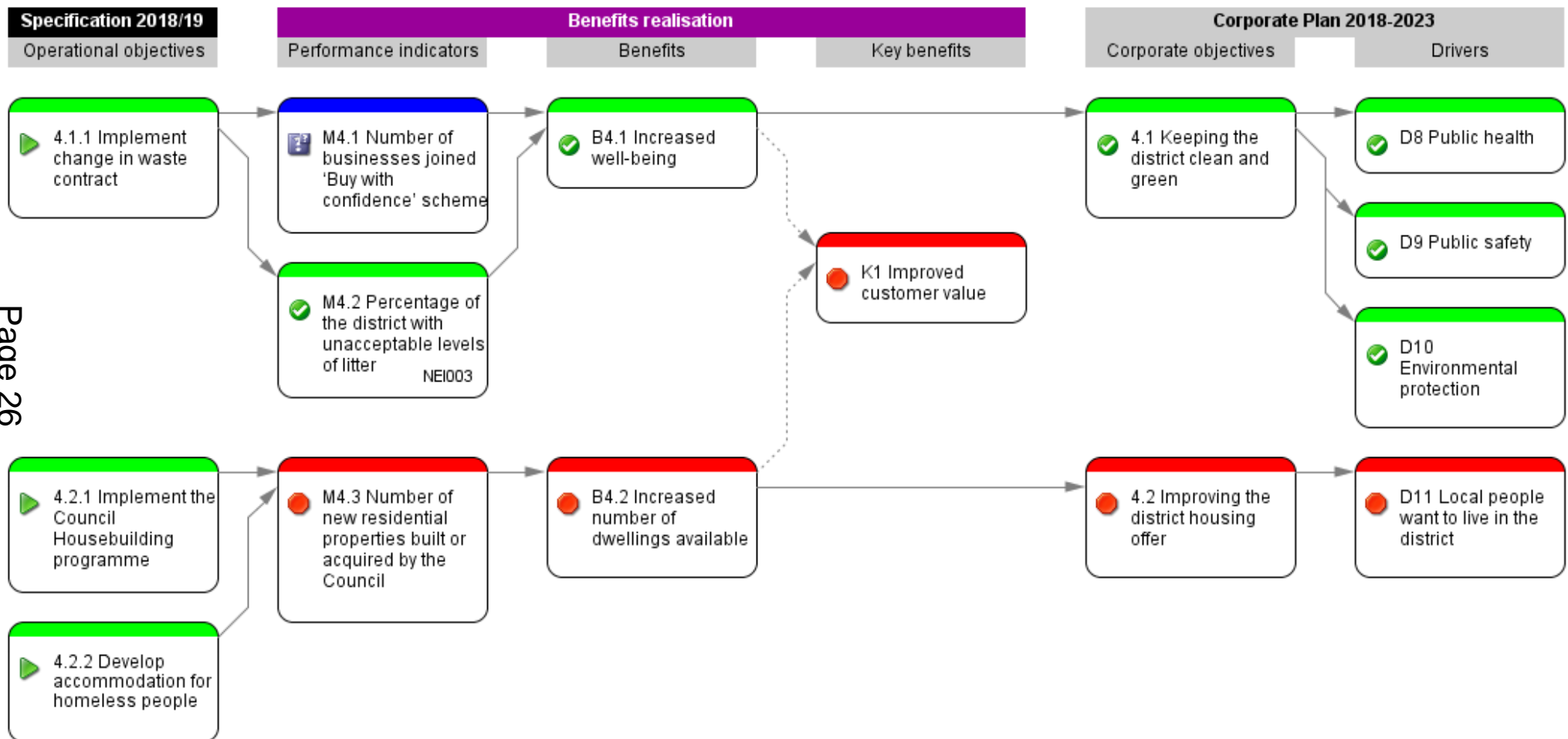
Corrective action

N/A

Q1 2018/19			Q2 2018/19			Q3 2018/19			Q4 2018/19		
Target	Value	Status	Target	Value	Status	Target	Value	Status	Target	Value	Status
167,235	217,415	✓	187,545	224,520	✓	187,874			200,970		

Aim 4 - Delivering effective core services that people want

Stronger places



**Aim 4 Delivering effective core services that people want**

Stronger places

To strive for a cleaner, greener and attractive District where people feel proud to live and work, as well as to ensure the District has homes and neighbourhoods which accommodate the needs of those who wish to live in the District – including homeless people.

Corporate objective 4.1 Keeping the district clean and green

Striving for a cleaner, greener and attractive district in which businesses and communities prosper, where people feel proud to live and work.

Operational objective 4.1.1 Implement change in waste contract

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Implement change in waste contract	50%	31-Mar-2019	Action On Target	NSC	Assistant Director - Technical (NTS01)
	Q2 - At the July WMPB it was decided to review the whole principle for charging for green waste collection. After the restructure a number of changes to waste management services will be reviewed to see if any further progress can be made.					
	Q1 - The Waste Management Partnership Board (WMPB) has established an Innovation Forum (IF) comprising of Biffa and Council Officers to look at ideas and report back with progress					

<div> <div>?</div> <div>Performance indicator</div> <div>M4.1 Number of businesses who joined the 'Buy with confidence' scheme</div> </div>			
This indicator is a measure of the successful implementation and promotion of the 'Buy with confidence' (BWC) scheme.	Is year-end target likely to be achieved?		Live from
	<div> <div>⚠</div> <div>Uncertain</div> </div>		2018
Manager	Good performance	Corporate or Partnership indicator	
Acting Chief Executive	Aim to Maximise	Corporate	Annual trend
Trend chart		<div> <div>?</div> </div>	
<div> <div>8</div> <div>7</div> <div>6</div> <div>5</div> <div>4</div> <div>3</div> <div>2</div> <div>1</div> <div>0</div> </div> <div> <div>2018/19</div> </div> <div> <div>■ Years</div> <div>■ Annual</div> </div>		Comments	
		No comments	
		<div>Corrective action</div> <div> Q2 - health check completed on the measure. Initially not successful. Businesses were approached to join the scheme but advised they were 'too busy' already. EDFC is still keen to proceed with the scheme to challenge illegal fly-tipping and to guide customers to legitimate and reputable waste removal businesses. £2000 has been agreed in order to subsidise entry for first 10 companies (£500 from waste department, £500 from ENO and £1000 from ECC). </div>	

2018/19		
Target	Value	Status
8		



Performance indicator

M4.2 Percentage of the district with unacceptable levels of litter

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 (Previously NEI003).

Is year-end target likely to be achieved?

Yes

Live from

2007

Scrutiny

NSC

Manager

Assistant Director - Technical (NTS01)

Good performance

Aim to Minimise

Corporate or Partnership indicator

Corporate

Annual trend



Trend chart

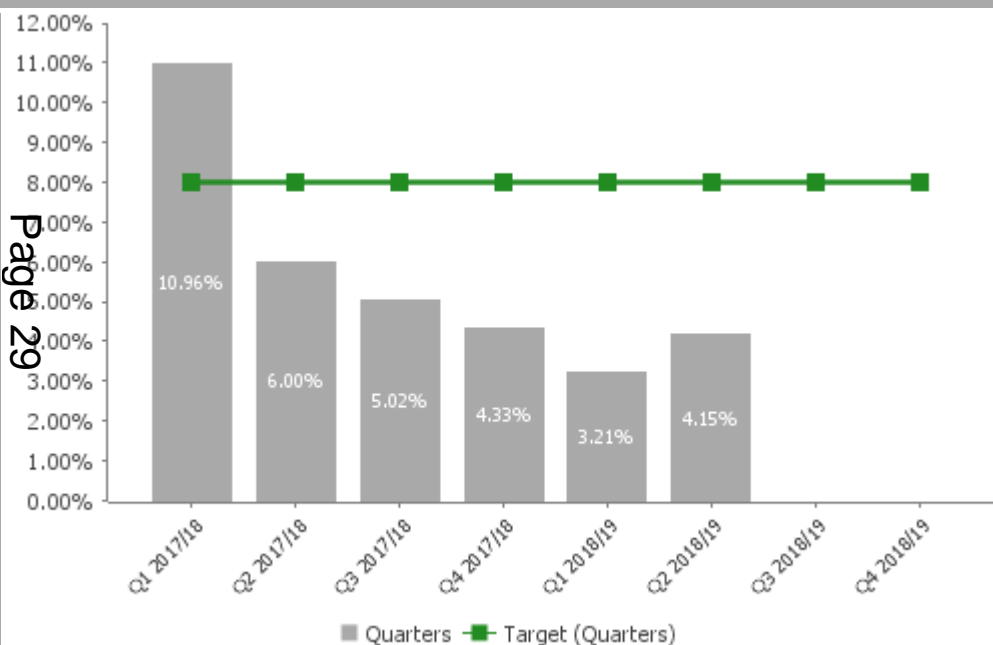
Comments

Q2 - Reasonable standards being achieved

Q1- Target achieved

Corrective action

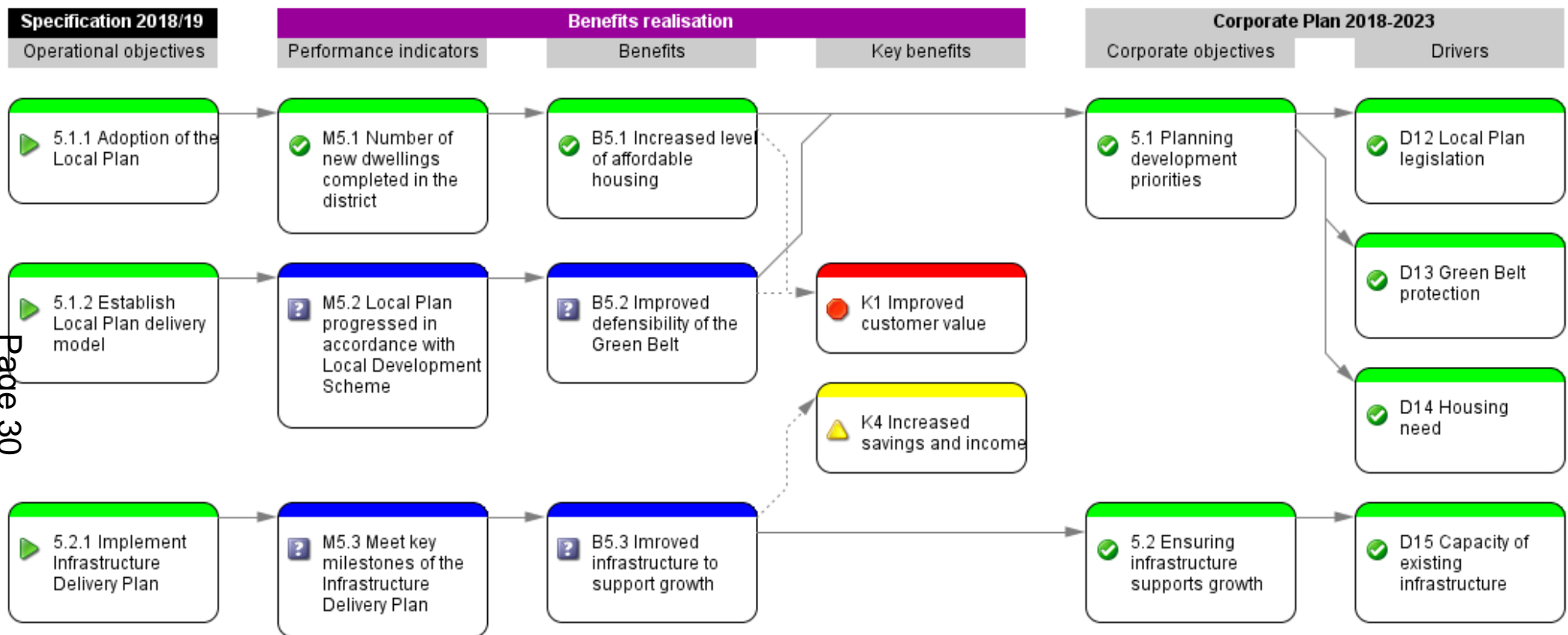
N/A



Q1 2018/19			Q2 2018/19			Q3 2018/19			Q4 2018/19		
Target	Value	Status	Target	Value	Status	Target	Value	Status	Target	Value	Status
8.00%	3.21%		8.00%	4.15%		8.00%			8.00%		

✓ Aim 5 - A district with planned development

Stronger places



**Aim 5 A district with planned development**

Stronger places

To provide planning development opportunities for delivering strategically planned growth, supported by essential infrastructure provision, which addresses the provision of affordable housing in the District whilst also protecting the Green Belt and rural landscape.

Corporate objective 5.1 Planning development priorities

Creating a sustainable environment including planning for growth, to address issues such as the provision of affordable housing, whilst protecting the Green Belt and rural landscape.


Operational objective 5.1.1 Adoption of the Local Plan

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Adoption of the Local Plan	50%	31-Mar-2019	Action Under Control	NSC	Acting Chief Executive
Page 31	Q2 - The Council has successfully defended the Judicial Review brought by CK Properties Theydon Bois on all four counts. CK Properties sought leave to appeal to the High Court which was refused. The case is now with the Court of Appeal. The legal process has delayed the submission of the plan as the injunction has yet to be lifted.					
	Q1 - The Local Plan has been delayed following a Planning Court ruling on 20 March 2018 when Mrs. Justice Lang in granting leave for a full hearing ordered that the Council be restrained from submitting the LPSV for independent examination until the final determination of the judicial review claim, or further order. The judicial review hearings were held on 23 and 24 May 2018. In the judgement given by Mr. Justice Supperstone on 29 June 2018, the High Court dismissed the legal challenge to the Local Plan paving the way for the Council to submit the Plan to the Secretary of State for Independent Examination					

Projects & programmes P115 Local Plan Programme

RAG	Description	Progress	Due date	Stage	Scrutiny	Manager
	To produce a sound Local Plan that meets the future needs of our communities following consultation with local residents and neighbouring local Councils, and involving a Green Belt Review, Infrastructure Delivery Plan, Transport assessments and Housing Market assessments.	41%	01-Apr-2019	Implement	NSC	Interim Assistant Director (NFP502).


Operational objective **5.1.2 Establish Local Plan delivery model**

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Establish Local Plan delivery model	50%	31-Mar-2019	Action On Target	NSC	Acting Chief Executive
	Q2 - The Council has adopted its preferred delivery model clearly identifying the masterplan areas and has established an implementation team to take forward the allocated sites in conjunction with site promoters. A format has been established for Planning Performance Agreements.					
	Q1 – Work is continuing with site promoters, Essex County Council and where appropriate. Harlow Council, to put in place Planning Performance Agreements (PPAs) which will provide an agreed framework and project plan for the production of Strategic Masterplans for the Garden Communities and for the Masterplan areas across the rest of the District. The PPA's and Strategic Masterplans will ensure that planning proposals for the sites will be “front-loaded” and co-ordinated, whilst also ensuring the timely progression of planning applications and delivery.					




Corporate objective **5.2 Ensuring infrastructure supports growth**


 High quality sustainable development supported by appropriate infrastructure provision.




Operational objective **5.2.1 Implement Infrastructure Delivery Plan**


RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Implement Infrastructure Delivery Plan	50%	31-Mar-2019	Action On Target	NSC	Acting Chief Executive
	Q2 - The Council has commissioned consultants to produce evidence to support the development of the Infrastructure Delivery Plan. Essex County Council have been involved with respect to Highways improvements. Appendix 6 of the Submission Version of the Local Plan lists specific site requirements with respect to community infrastructure in relation to health, education etc.					
	Q1 - The Council has received funding totaling £150,000 from the MHCLG Design Quality funding stream to support the implementation of the Local Plan to supplement the DDF funding agreed by Cabinet on 7 December 2017 to establish a new Implementation Team from 1 April 2018. Specialist external consulting support has been procured to assist in the delivery of the Infrastructure Delivery Plan across the Garden Town Area to include the strategic sites in Epping Forest.					

<div><div><div></div></div><div>Performance indicator</div></div> <div>M5.1 Number of new dwellings completed in the district</div>			
<div>This Performance Indicator will measure progress towards completion of new dwellings as per the Local Plan projection. The Local Plan sets out the approach and detailed policies for the whole District for the period up to 2033 including identified housing requirements.</div>	Is year-end target likely to be achieved?		Live from
	<div><div></div>Not applicable</div>		2018
Scrutiny	NSC		
Manager	Good performance	Corporate or Partnership indicator	Annual trend
Interim Assistant Director (NFP502)	Aim to Maximise	Corporate	<div></div>
Trend chart	Comments		
<div><div><div><div></div><div>650</div></div><div><div></div><div>600</div></div><div><div></div><div>550</div></div><div><div></div><div>500</div></div><div><div></div><div>450</div></div><div><div></div><div>400</div></div><div><div></div><div>350</div></div><div><div></div><div>300</div></div><div><div></div><div>250</div></div><div><div></div><div>200</div></div><div><div></div><div>150</div></div><div><div></div><div>100</div></div><div><div></div><div>50</div></div><div><div></div><div>0</div></div></div><div><div>2017/18</div><div>2018/19</div></div><div><div>■ Years</div><div>■ Target (Years)</div></div></div> 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 Performance indicator M5.2 Local Plan progressed in accordance with Local Development Scheme			
This indicator will measure the progress of the Local Plan in accordance with Local Development Scheme.	Is year-end target likely to be achieved?		Live from
	 No		2018
Manager	Good performance	Corporate or Partnership indicator	
Interim Assistant Director (NFP502)	Aim to Maximise	Corporate	 Annual trend
Trend chart	Comments		
This is a Yes / No indicator, i.e. it shows whether an event has taken place - Yes or No.	Q1 & Q2 - There is a six-month delay in the progress of Local Plan against milestones set in the LDS. The Council was planning to submit the Plan by 31 March 2018, but a Judicial Review (and subsequent appeals) prevented the Council from doing so. All the legal proceedings have now been concluded and the Council has formally submitted the Plan to the on 21st September 2018. The delay in submission is going to have a knock-on impact on the examination and adoption of the Plan. As it stands we have not been given any timescale yet by the appointed Inspector as to when examination hearings will take place, but given the circumstance it is likely that examination hearings will take place sometime during spring 2019.		
	Corrective action		
	The Council to update its LDS and adjust Local Plan milestones accordingly		

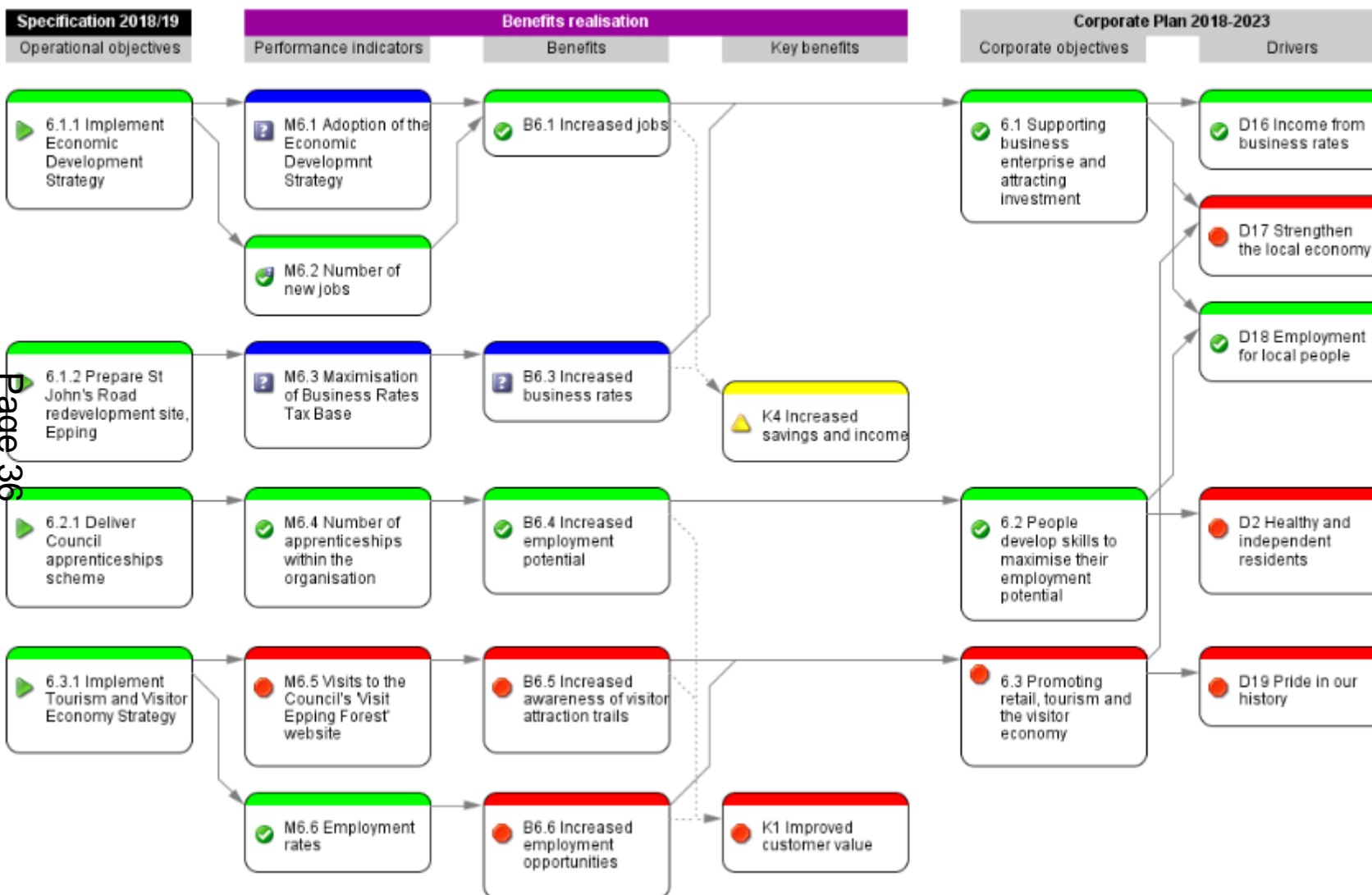
2018/19		
Target	Value	Status
Yes		

 Performance indicator M5.3 Meet key milestones of the Infrastructure Delivery Plan			
This indicator will measure the achievement of milestones of the Infrastructure Delivery Plan (IDP).	Is year-end target likely to be achieved?		Live from
	 Not applicable		2019
Manager	Good performance	Corporate or Partnership indicator	
Interim Assistant Director (NFP502)	Aim to Maximise	Corporate	 Annual trend
Trend chart	Comments		
This is a Yes / No indicator, i.e. it shows whether an event has taken place - Yes or No.	Please note this measure will be live from 2019, once the local plan has been agreed		
	Corrective action		

2018/19		
Target	Value	Status
Yes		

Aim 6 - An environment where businesses thrive

Stronger places



**Aim 6 An environment where new and existing businesses thrive**

Stronger places

To encourage sustainable economic development, including a thriving and sustainable tourist and visitor economy, as well as improving educational achievement and career opportunities for young people, which increases employment opportunities for local people.

Corporate objective 6.1 Supporting business enterprise and attracting investment

Achieving the best possible outcome for businesses and residents of the district by encouraging sustainable commercial and economic development. Generating long term financial benefits and increasing employment opportunities for local people.


Operational objective 6.1.1 Implement Economic Development Strategy

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Implement Economic Development Strategy	50%	31-Mar-2019	Action On Target	NSC	Local Strategic Partnership Manager (NSP01)
Page 37	Q2 - Evidence base for the strategy is being finalised. Internal Officer workshop to be scheduled for November and will be followed by a session with partners and stakeholders to inform the Draft Strategy. On target for production of strategy by February 2019					
	Q1 - Data collection is underway. Outline Delivery Plan has been approved by AMED. (Cabinet Committee) On target for production of strategy by February 2019.					

Operational objective 6.1.2 Prepare St John's Road redevelopment site, Epping

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Prepare St John's Road redevelopment site, Epping	50%	31-Mar-2019	Action On Target	NSC	Acting Chief Executive
	Q2 - Final negotiations are still to conclude with Frontier Estates and Epping Town Council.					
	Q1 - After a protracted period of discussion between Frontier Estates and Epping Town Council with regard to the Town Council's replacement facilities, the tri-partite contract was due to be entered into in early June, preparing the way for the preparation and submission of the planning application for the site. The application will be for a mixed use scheme in accordance with the Design and Development Brief previously agreed.					

Projects & programmes **P114 St John's Road Development**


RAG	Description	Progress	Due date	Stage	Scrutiny	Manager
	To facilitate the progress of the St Johns Road redevelopment scheme to construct a mixed use scheme, and involving the purchase of land from Essex County Council, the demolition of various existing buildings and the relocation of the Council's Housing Repairs team.	92%	31-Mar-2018	Implement	NSC	Acting Chief Executive

Corporate objective **6.3 Promoting retail, tourism and the visitor economy**



A thriving sustainable tourism and visitor economy which seizes the opportunities of our towns and countryside, history and heritage, and enhances our businesses, communities and environment.

Operational objective **6.3.1 Implement Tourism and Visitor Economy Strategy**

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Implement Tourism and Visitor Economy Strategy	50%	31-Mar-2019	Action On Target	NSC	Acting Chief Executive
	Q2 - Strategy is being implemented, for example focus on Waltham Abbey – there is a major Food Fair 5 – 6 May 2019 created with cross border partners. Discussions have taken place with neighbouring authorities including an initial meeting with members and officers from Broxbourne, E. Herts, Harlow and Uttlesford which has agreed that there are positive visitor economy outcomes from cross-border working and that further meetings and workshops are required to take this forward, the first of which is being arranged for November.					
	Q1 - District Tourism Strategy has been agreed by the Epping Forest Tourism and Visitor Board. Discussions with neighboring authorities in relation to a joined strategy to take place.					



Performance indicator

M6.1 Adoption of an Economic Development Strategy.

This indicator aims to ensure that a new Economic Development Strategy is adopted by the Council.

Is year-end target likely to be achieved?



Yes

Live from

2018

Scrutiny

NSC

Manager

Local Strategic Partnership Manager (NSP01)

Good performance

Corporate or Partnership indicator

Annual trend

Aim to Maximise

Partnership



Trend chart

Comments

This is a Yes / No indicator, i.e. it shows whether an event has taken place - Yes or No.

Corrective action

N/A

2018/19

Target

Value

Status

Yes



Performance indicator **M6.2 Number of new jobs**

The indicator is intended to measure the number of new employee jobs available in the District.

Is year-end target likely to be achieved?



Uncertain

Live from

2018

Scrutiny

NSC

Manager

Good performance

Corporate or Partnership indicator

Annual trend

Local Strategic Partnership Manager (NSP01)

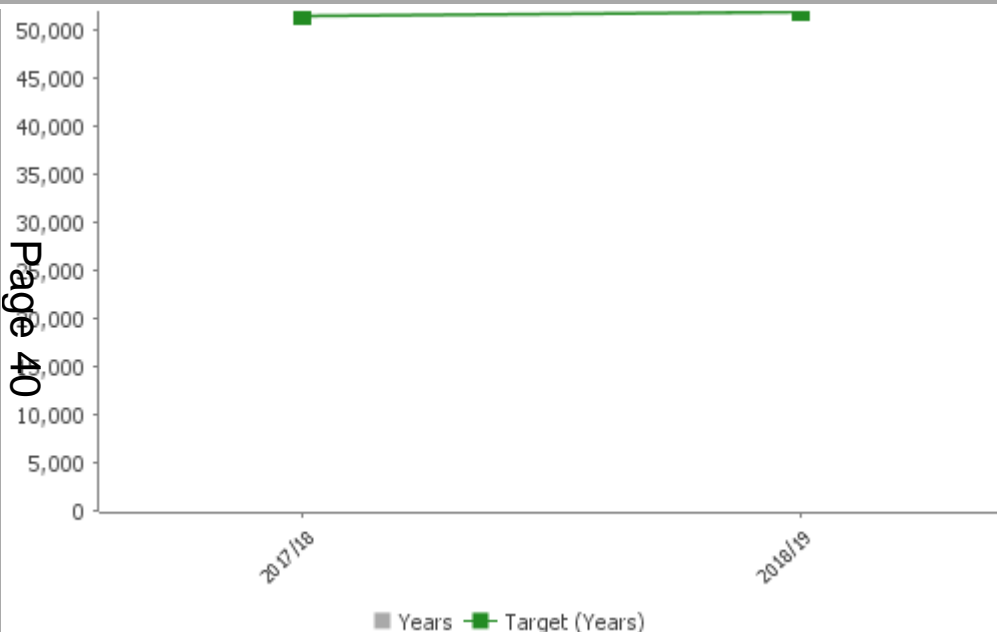
Aim to Maximise

Partnership



Trend chart

Comments



Q1 & Q2 - The most recent data update on NOMIS (or revision) was on 24/01/18 for the release of 2016 data. The next data release is expected in January 2019 for 2017 data. Therefore, this indicator will be reported annually at quarter 4.

Corrective action

None currently

2018/19

Target

Value

Status

52,015





Performance indicator M6.5 Visits to the Council's 'Visit Epping Forest' website

This indicator will measure an increase in total number of visits to the Council's 'Visit Epping Forest' website.

Is year-end target likely to be achieved?

Yes

Live from

2018

Scrutiny

NSC

Manager

Local Strategic Partnership Manager (NSP01)

Good performance

Aim to Maximise

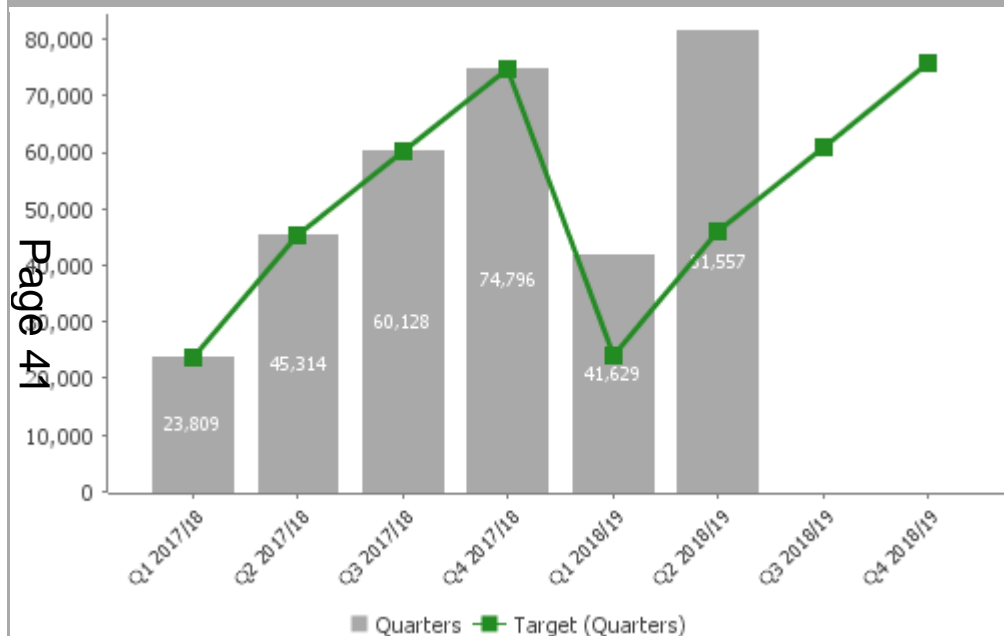
Corporate or Partnership indicator

Partnership

Annual trend



Trend chart



Comments

Q1 & Q2 - The increased figure for Visitors to the Website is due to the improvements completed on the Website and user penetration.

Corrective action

Q1 2018/19			Q2 2018/19			Q3 2018/19			Q4 2018/19		
Target	Value	Status	Target	Value	Status	Target	Value	Status	Target	Value	Status
24,106	41,629	✓	45,880	81,557	✓	60,879			75,735		



Performance indicator **M6.6 Employment Rates**

This indicator is a measure of the increase in employment rates throughout the Epping Forest District year-on-year.

Is year-end target likely to be achieved?



Not applicable

Live from

2018

Scrutiny

NSC

Manager

Local Strategic Partnership Manager (NSP01)

Good performance

Aim to Maximise

Corporate or Partnership indicator

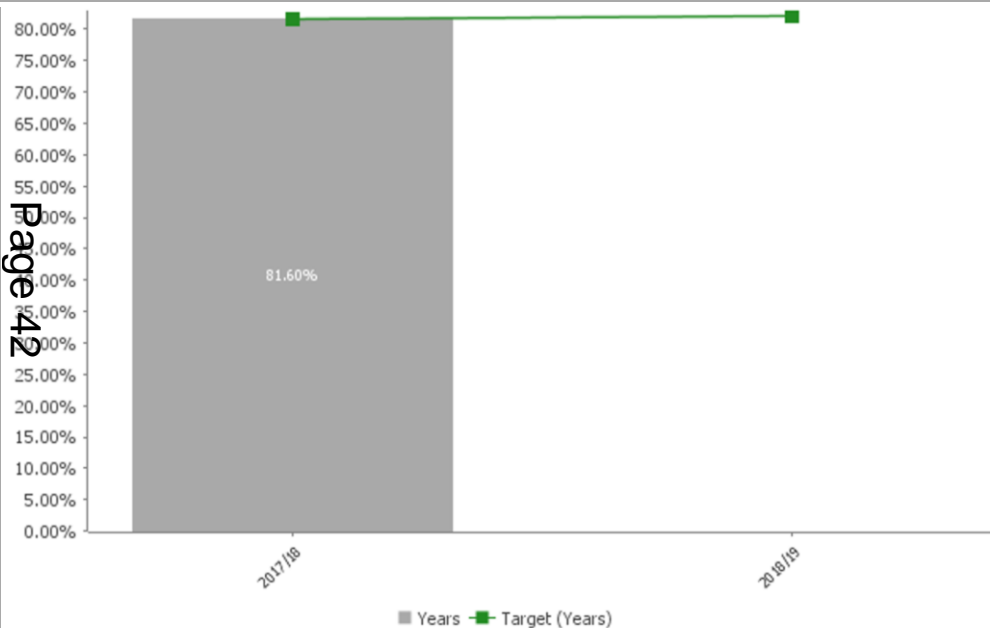
Partnership

Annual trend



Trend chart

Comments



Q1 & Q2 Please note that this is an annual indicator.

Corrective action

N/A

2018/19

Target

82.10%

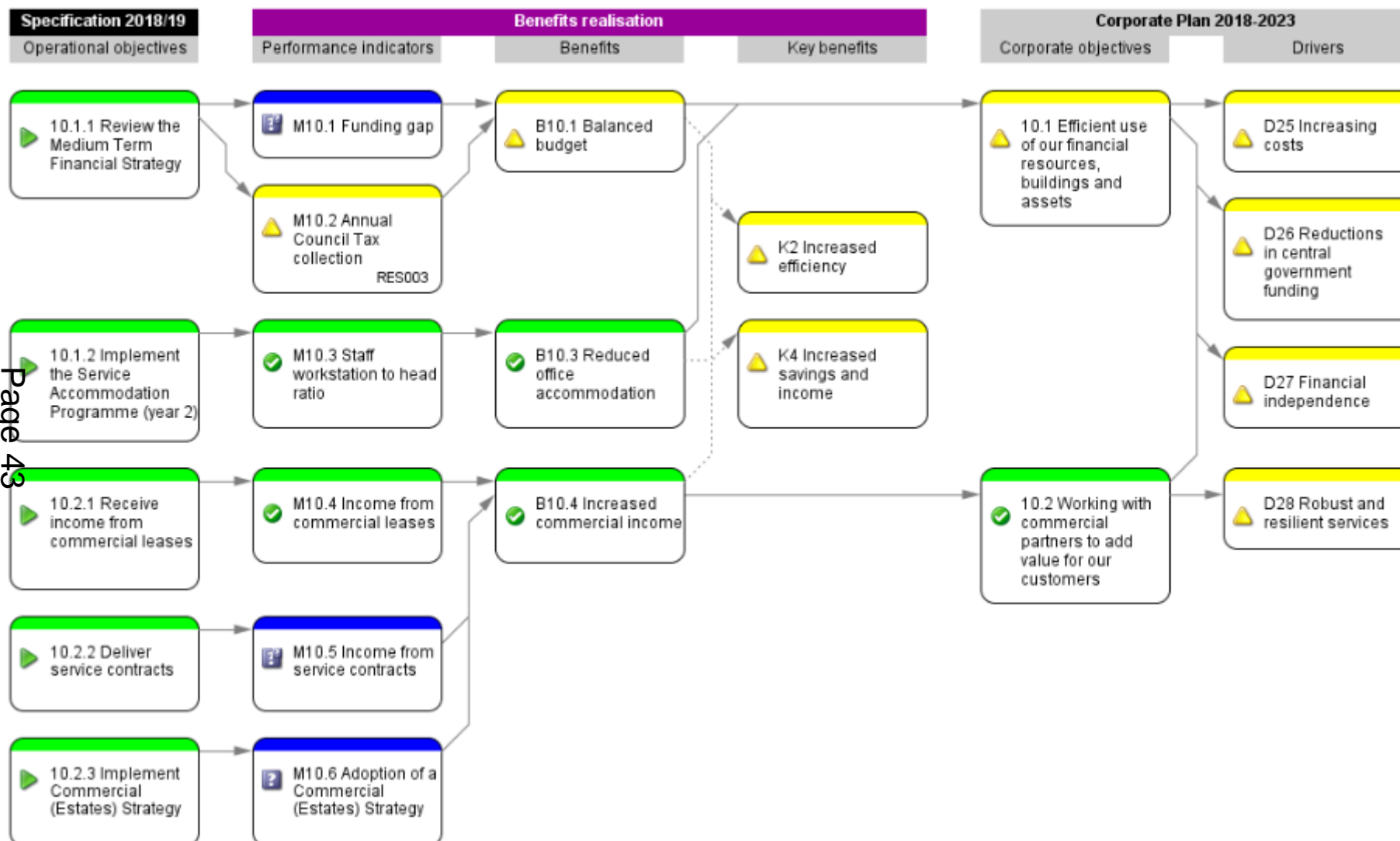
Value

Status



Aim 10 - Financial independence with low Council Tax

Stronger council



**Aim 10 Financial independence with low Council Tax**

Stronger council

To make the most efficient use of our financial resources and assets, and work with our partners to provide valued services for our customers.

Corporate objective 10.2 Working with commercial partners to add value for our customers

Partnership working is increasingly valued by customers. With the pressures on public services to reduce costs yet also provide the required services, it is paramount that we join up with our partners to develop creative solutions to the problems faced by our customers.


Operational objective 10.2.1 Receive income from commercial leases

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Receive income from commercial contracts	50%	31-Mar-2019	Action On Target	NSC	Acting Chief Executive
Page 44	Q2 - The letting of the Epping Forest Shopping Park is 95% complete and on track to produce the level of income predicted in the development appraisal.					
	Q1 - The Epping Forest Shopping Park is now fully let and providing rental income in accordance with original Development Appraisal. Tenants have been secured for the retail units at the Landmark Building.					

Operational objective 10.2.2 Deliver service contracts

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Deliver service contracts	50%	31-Mar-2019	Action On Target	NSC	Acting Chief Executive
	Q2 - The Council has re-negotiated a variation to the Waste and Recycling Contract which reflects the requirements of the Chinese Government regarding quality of recycle. The Off-Street Parking Contract has performed well in its first year. The Leisure Management Contractor continues to invest in refurbishment and improvement projects with the new Leisure Centre in Waltham Abbey still scheduled to open in November 2018.					
	Q1 – The Council's three main service contracts in relation to Leisure Management, Waste and Recycling/Street Cleansing and Off-Street Car Parking are performing in accordance with the service, quality, cost, and performance requirements of their contracts. A variation has been agreed to reflect changes to the Chinese Government's Import of Recyclable requirements with Biffa Municipal.					

Operational objective **10.2.3 Adopt Commercial (Estates) Strategy**

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Adopt Commercial (Estates) Strategy	50%	31-Mar-2019	Action On Target	NSC	Acting Chief Executive
	Q2 - The Council Estates Strategy is still in formulation awaiting the conclusions of the Economic Development Strategy the Council has recently commissioned.					
	Q1 - The Council's Estates Service are taking a more proactive approach to the management of the Council's commercial Estate, seeking to identify opportunities to maximise benefit to the Council.					

? Performance indicator **M10.6 Adoption of a Commercial (Estates) Strategy**

This indicator aims to ensure that a new Commercial (Estates) Strategy is adopted by the Council.	Is year-end target likely to be achieved?		Live from	Scrutiny
	<div><div></div>Not applicable</div>		2018	NSC
Manager	Good performance	Corporate or Partnership indicator		Annual trend
Chief Estates Officer (NEV01)	Aim to Maximise	Corporate		<div>?</div>
Trend chart	Comments			
This is a Yes / No indicator, i.e. it shows whether an event has taken place - Yes or No.	Please note this is an annual measure			
	Corrective action			
	N/A			

2018/19		
Target	Value	Status
Yes		



SCRUTINY



Report to: Neighbourhoods Select Committee

Date of meeting: 20 November 2018

Subject: Leisure Contract Update

Officer contact for further information: Peter Charman (01992 564176)

Committee Secretary: Vivienne Messenger (01992 564265)

Recommendations/Decisions Required:

That the report be noted.

The Leisure Contract Partnership Board met on 27 September 2018. The leisure contractor presented its performance report which showed that usage was up in virtually every category of membership and casual usage across all centres.

Of particular interest were the discussions regarding the feasibility study looking at the potential to locate a new leisure centre in Epping at the St John's Road site. The outcome of the feasibility study will be published in December 2018. In the meantime, site survey work and demolition planning are underway.

The new centre at Waltham Abbey Ninefields opened on 17 November 2018, slightly ahead of schedule. Users of the old centre toured the new site for several weeks prior to opening and early feedback was very positive indeed.

The existing Waltham Abbey Pool site closed on 7 November 2018. The site was handed over to Essex Housing for hoarding and securing on 9 November. The contract for demolition will be let shortly after and the site will then be cleared prior to the housing development.

Epping Sports Centre is experiencing some issues with the sports hall floor and the roof. These problems are a reflection of the age and structure of the building.

Ongar Leisure Centre is also having some issues with the boilers and the pool, again due to age. Parts were scavenged from the recently closed Waltham Abbey Pool site to help keep the Ongar boilers going. The consultants conducting the feasibility study into the new Epping centre have been asked to look at options for Ongar as part of their work. Ultimately however, Ongar will need significant capital investment at some point in the next 2-5 years.

Loughton Leisure Centre is benefitting from the new gym extension and usage is much increased as a result. A noise complaint from a neighbouring property has largely been resolved.

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