

Select Committee Agenda



Neighbourhoods Select Committee Tuesday, 29th January, 2019

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, 29th January, 2019
at 7.30 pm.**

**Derek Macnab
Acting Chief Executive**

**Democratic Services
Officer:**

V. Messenger
Tel: (01992) 564243 Email:
democraticservices@eppingforestdc.gov.uk

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 November 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 & Scrutiny members are asked pay particular attention to

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

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

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

5. TERMS OF REFERENCE AND WORK PROGRAMME (Pages 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 QUARTER 3 2018-19 (Pages 13 - 48)

To consider the report (attached).

7. LOCAL PLAN UPDATE

To receive a verbal update on the current position of the Local Plan.

8. LEISURE MANAGEMENT CONTRACT UPDATE

To receive a verbal update on the Leisure Management Contract.

9. ENVIRONMENTAL CHARTER AND CORPORATE GREEN WORKING PARTY

Members will be aware of the major restructuring being undertaken as part of the Council's People Strategy. As a consequence of this, the way we approach environmental matters will change. The role of the environmental co-ordinator will be embedded into the work of all the directorates thus providing a more holistic approach to the way the Council addresses these important issues. In the meantime and whilst the transition takes place, there will be no update report on these issues.

10. BOBBINGWORTH NATURE RESERVE (Pages 49 - 52)

To consider the report (attached).

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

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

12. FUTURE MEETING

To note the next meeting date of this Committee will be held on 19 March 2019 at 7.30pm.

**EPPING FOREST DISTRICT COUNCIL
NOTES OF A MEETING OF NEIGHBOURHOODS SELECT COMMITTEE
HELD ON TUESDAY, 20 NOVEMBER 2018
IN COUNCIL CHAMBER - CIVIC OFFICES
AT 7.30 - 8.20 PM**

Members Present:	N Bedford (Chairman), H Brady (Vice-Chairman), P Bolton, R Brookes, K Chana, S Heather, J Jennings, L Mead, S Neville, M Sartin, D Stocker, H Whitbread and J H Whitehouse
Other members present:	H Kane and S Kane
Apologies for Absence:	A Beales, I Hadley, L Hughes and A Patel
Officers Present	D Macnab (Acting Chief Executive), Q Durrani (Service Director (Contracts & Technical Services)) and V Messenger (Democratic Services Officer)

31. SUBSTITUTE MEMBERS (COUNCIL MINUTE 39 - 23.7.02)

The following substitutes were reported:

- That Councillor J Jennings was substituting for Councillor A Beales; and
- That Councillor H Whitbread was substituting for Councillor L Hughes.

32. NOTES OF PREVIOUS MEETING

RESOLVED:

That the notes of the last meeting of the Neighbourhoods Select Committee held on 20 September 2018 be agreed.

33. DECLARATIONS OF INTEREST

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

34. 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.

35. CORPORATE PLAN 2018-2023 - PERFORMANCE REPORT QUARTERS 1 & 2 2018-19

The Corporate Plan 2018-2023 was the authority's key strategic planning document. A corporate specification (previously called the Key Action Plan) for each year was

being delivered through operational objectives, which in turn were linked to annual Service business plans. The previous regular performance reports that had covered the annual Corporate Plan Key Action Plan, Key Performance Indicators and Transformation Highlight Report had now been superseded by this single integrated performance report.

The success of the Corporate Plan was being assessed through the achievement of a set of benefits, each measured through one or more performance indicators. This provided the Council with the opportunity to focus on what could be achieved for its customers – on how specific improvements would be addressed, opportunities exploited and better outcomes delivered. The Corporate Plan when viewed as a set of benefits maps had one map for each of the ten corporate aims. A benefit was a measurable improvement from an outcome that was perceived as an advantage, and contributed to an organisational objective(s). All benefits from individual corporate objectives connected back to four key benefits, which were:

- 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.

The Committee attempted to identify any actions and/or projects, performance indicators and/or benefits that might require in-depth scrutiny, but Councillor H Whitbread voiced the concerns of Councillor A Patel, in his absence, over the presentation of performance data in these reports. The Acting Chief Executive replied that the Leadership Team was in dialogue with the Project/Performance Management Team with a remit to try and make improvements to these reports, if this was possible, but officers were restricted by the limitations of the Pentana software.

The Chairman, Councillor N Bedford, remarked that under aim 1, People live longer, healthier and independent lives, on performance indicator M1.2, Number of take-away restaurants signed up to 'Tuck In' pledge, it showed that only three premises were signed up and he was therefore concerned about officers' time on this project. The Acting Chief Executive replied that 'Tuck In' was an Essex County Council Trading Standards initiative. The District had over 650 licensed premises and the aim of the project was to promote healthy take-away food choices. Public Health Improvement Officer, F Ferrari, had been working with GP surgeries to monitor how well this had been done. Councillor S Neville asked if a Trading Standards Officer could be invited to tell members about this initiative, especially on the healthy food options of take-aways? The Acting Chief Executive replied that 'Tuck In' was a country-wide initiative that focussed on aspects such as cooking methods and sugar levels in drinks. He would ask the responsible officer to provide information to members that could be publicised in the Council Bulletin, which was agreed.

The Portfolio Holder (Safer, Greener and Transport) Councillor S Kane was concerned that under aim 3, People and communities achieve their potential, M3.1, Number of community champions and volunteers, this was in red but there were no expansion notes provided.

Councillor S Neville referred to performance indicator M3.2, Leisure centre attendance, as only estimated performance data had been provided. Leisure and Community Services Portfolio Holder Councillor H Kane replied that these figures could be provided. The Leisure Management Contract Partnership Board undertook a regular review of performance of the Council's leisure contract with Places for People (Leisure). The agendas and minutes of the Partnership Board were available to members on the Intranet.

The Chairman queried under aim 4, Delivering effective core services that people want, performance indicator M4.3 Number of new residential properties built or acquired by the Council, which was in red. The Acting Chief Executive replied that this performance indicator was improving in relation to the number of affordable houses being built.

Councillor J H Whitehouse also asked for more information on performance indicator M4.3. The Acting Chief Executive explained that under aim 5, A District with planned development, performance indicator M5.1 Number of new dwellings completed in the District, the information provided was in relation to all properties that had been granted planning permission. The Communities Select Committee had another indicator to monitor performance of Council housebuilding properties.

Also under aim 4, Councillor M Sartin asked for feedback on corporate objective 4.1, Keeping the District clean and green, especially operational objective 4.1.1, Implement change in waste contract. Service Director (Contracts and Technical Services) Q Durrani explained that this could involve a number of potential changes but was on hold as Waste Management would be looking at a number of options. The Acting Chief Executive advised this was not a review of charging for all green waste collection, but the possible option of charging for an additional green waste bin. The Service Director added that the number of options available would be dictated by policy and that composting of green waste would be encouraged. However, if this was not feasible for all residents then there could be the option of a larger green waste bin or a second green bin but there would be associated cost implications with this that needed to be evaluated.

Also under aim 4, performance indicator M4.1, Number of businesses that joined the 'Buy with confidence' scheme, the Chairman asked if people using Planning Services and Building Control could be sent a letter on the possible consequences of using an unapproved waste contractor where they could be taken to court if their waste was fly-tipped by rogue traders. Service Director (Contracts and Technical Services) replied that the public could be duped by rogue traders if their waste was illegally dumped instead. This scheme needed to be reassessed to help make it more successful.

The Leisure and Communities Services Portfolio Holder queried why project P114, St John's Road Development, was in red but 92 per cent progress had been achieved, and why the due date was given as 31 March 2018? The Acting Chief Executive replied that the project was on the verge of completion when the Tripartite agreement had fallen apart and this had been a timely item to discuss at the Leisure Management Contract Partnership Board meeting in September 2018. Therefore, the information given in the report was no longer relevant, but was showing how it had been monitored.

Councillor R Brookes was concerned at the number of empty outlets in The Broadway, Loughton, under aim 10, Financial independence with low Council Tax, operational objective 10.2.1, Receive income from commercial leases. The Acting

Chief Executive replied that a retail impact assessment of The Broadway had originally been commissioned in 2009 at the time of the Epping Forest Shopping Park application. There were in excess of forty properties of which three were empty. He reassured members that The Broadway was holding its own since the Epping Forest Shopping Park had opened last year. High streets were under strain on a nationwide basis.

RESOLVED:

- (i) That the Select Committee reviewed and noted the progress of the Corporate Plan Performance Report for 2018/19, Quarters 1 and 2 (outturn position), in relation to its area of responsibility.
- (ii) That information on the 'Tuck In' Trading Standards initiative would be publicised in the Council Bulletin – Acting Chief Executive to liaise with the responsible officer.

36. LOCAL PLAN UPDATE

The Acting Chief Executive, D Macnab, provided the following Local Plan update in the absence of the Planning and Governance Portfolio Holder, Councillor J Philip, who had given his apologies for this meeting. This update was based on the Epping Forest District Local Plan Update (report LPC-003-2018/19), which would be made by the Interim Assistant Director (Planning Policy), A Blom-Cooper, at the Local Plan Cabinet Committee on 22 November 2018.

The Council had been delayed in submitting the Local Plan Submission Version for independent examination following a claim for judicial review in March 2018. When the claimant's application for permission to appeal to the Court of Appeal was refused, the Local Plan Submission Version was submitted to the Secretary of State on 21 September 2018. Louise Phillips MA MSc MRTPI, the Inspector appointed to carry out the independent examination of the Local Plan, was currently appraising it and the representations submitted at the Regulation 19 stage. It was likely that the public hearing sessions would start in February 2019 at the Civic Offices. Any member of the public who had submitted comments would be able to attend. When confirmed, the hearing dates would be publicised on the Council's website.

The revised Local Development Scheme (appended to the Local Plan Cabinet Committee agenda) set out an ambitious target of July 2019 for the receipt of (final) report, Regulation 25, and October 2019 for the expected adoption and publication, Regulation 26.

One of the tests of the Inspector would be to evaluate if the Council would be able to deliver the Local Plan. The Developer Forum was regularly liaising with the Planning Policy Team. The Implementation Team had been created in April 2018 following a Cabinet decision on 7 December 2017 when funding was agreed, but its final structure was currently under discussion. The Implementation Team was already working on the delivery of Local Planning allocation sites, including the Strategic Masterplan Areas and Concept Framework Areas. Over time as the Implementation Team moved Local Plan sites forward, it would become cost neutral by self-financing either from income from Planning Performance Agreements (PPAs) or income related to the fees for processing planning applications.

Work on the Harlow and Gilston Garden Town project had progressed significantly during 2018. It was essential that a collaborative and co-ordinated approach was

taken to development implementation to ensure successful delivery across the partnership. Agreement to establish a wider Garden Town Team and Joint Implementation Team had been reached in principle. An application for a £250,000 grant had been submitted to Central Government for the Garden Town programme, which was currently being appraised. There would be much work to facilitate 16,500 homes on the key strategic sites around Harlow, along the transport corridors, i.e. of the A414, and regeneration of Harlow town centre.

Councillor J H Whitehouse asked why the public hearing sessions would be held in the Committee Rooms. The Acting Chief Executive replied that the independent Programme Officer assisting the Inspector with all aspects of the examination, had reviewed the Chamber but decided the Committee Rooms were more suitable accommodation as they were on one level and more accessible. The public hearing sessions would be webcast in the interests of transparency.

37. LEISURE CONTRACT UPDATE

The Acting Chief Executive provided the following update on the leisure contract with Places for People (Leisure) (PfP).

PfP had reported on the management of the Contract from its commencement in April 2017 – August 2018 at the last meeting of the Leisure Management Contract Partnership Board on 27 September 2018. The PfP performance report had showed a very rewarding start to the contract since taking it over. There had been many changes and achievements with usage up in virtually every category of membership and casual usage across all four centres at Epping, Loughton, Ongar and Waltham Abbey. The performance report detailed the investment and improvements made to the buildings, facilities, work practices, staffing levels and also covered health and safety. Since taking over, PfP had invested in excess of £14 million.

The new Waltham Abbey Leisure Centre had been officially opened by the Leisure and Community Services Portfolio Holder, Councillor H Kane, on 17 November 2018. The opening weekend had received a very successful start when lots of people had joined the leisure centre.

Both Epping Sports Centre and Ongar Leisure Centre were aging centres that required ongoing maintenance. The Epping Sports Centre site had been allocated for residential development in the Local Plan, while Ongar had not been part of the allocation process. There was potential for a leisure centre at North Weald to service the Epping and Ongar areas but no decision had been made by the Council. With the failure of the Tripartite agreement on the Epping St John's Road site, new opportunities had been created. Consultants were currently conducting a feasibility study of the St John's Road site to include a new leisure centre, retail shops, a cinema and housing. A report would be going to Cabinet on 10 December 2018 to seek additional capital for the future development of this important town centre site.

The Leisure and Community Services Portfolio Holder reported that this Council was one of the few local authorities that was investing in leisure services, and on the second date of the Waltham Abbey Leisure Centre opening, PfP had exceeded its target on memberships. There were also exciting development opportunities with the St John's Road site and the vision for a community hub.

The Chairman commented that it would be important for PfP to retain existing memberships and build on the new ones at the Waltham Abbey Leisure Centre.

Councillor R Brookes, who had attended the official opening, acknowledged the real team effort that was evident across the board between the Portfolio Holder, officers and PfP. She also added that Loughton Leisure Centre was very well used and Epping would also benefit from a new community leisure centre.

Councillor S Neville agreed that Loughton Leisure Centre was very popular, but had had a high turnover of staff and he would be interested in seeing the statistics on this. The Acting Chief Executive replied that all the performance data given by PfP to the Leisure Management Contract Partnership Board was published in the agendas of the Board and available on the Intranet for members to view.

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

The Chairman reported that there were no reports to be made to the next O&S Committee on 18 December 2018.

39. FUTURE MEETINGS

It was noted that the next meeting of the Neighbourhoods Select Committee would be held on 29 January 2019 at 7.30pm.

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 Neighbourhoods 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
(2) Corporate Plan Key Action Plan 2017/18 – Outturn Position	First meeting of each municipal year	Outturn report for 2017/18. (COMPLETED)	20 November 2018 29 January 2019 19 March 2019
(3) Corporate Plan 2018-2023 – Performance Report (quarterly) for 2018/19	Quarterly	<i>(NB: Incorporates NSC KPIs)</i>	
		Q1 & Q2 November 2018 (COMPLETED)	
		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	To review the Council's leisure contract with Places for People Leisure from April 2017. <i>(NB: next Board meeting on 13 February 2019).</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) Environmental Charter and Corporate Green Working Party	TBC	The future approach to environmental matters will be subject to change. Therefore, no further updates will be provided until the Council restructure, as part of the People Strategy, is completed.	
(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)	
(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)	



Report to Neighbourhoods Select Committee

Date of meeting: 29 January 2019

Portfolio: Various Portfolio Holders

Subject: Corporate Plan 2018-2023 –
Performance Report Q3 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 3 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.

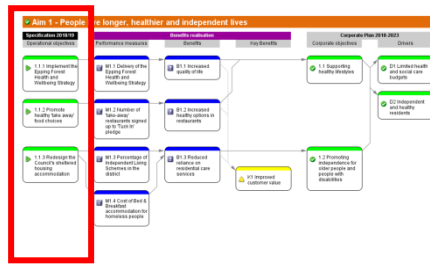
10. In this context, a benefit is defined as: the measurable improvement resulting from an outcome perceived as an advantage by a stakeholder, which contributes towards one or more organisational objectives.

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.

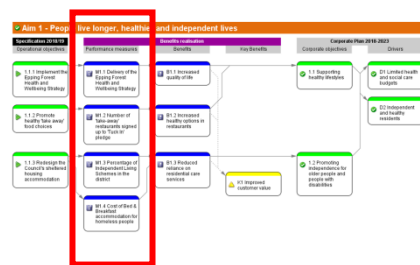
How to Read the Performance Report

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).

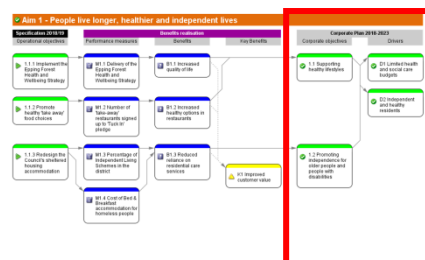


14. The benefits for stakeholders sit at the centre of the benefits maps. One or more performance measures makes up each (intermediate) benefit. Individual performance measures may contribute to one or more benefit. Where this is the case, weightings that show how the performance of these indicators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

15. 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.



16. 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

17. 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.

18. 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.

19. 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

20. 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

21. 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

22. 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.

23. 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 – 24 January 2019

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 3 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

2. Adults and children are supported in times of need

3. People and communities achieve their full potential

1.1 Supporting healthy lifestyles

1.2 Promoting independence for older people and people with disabilities

2.1 Safeguarding and supporting people in vulnerable situations

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

5. A district with planned development

6. An environment where new and existing businesses thrive

4.1 Keeping the district clean and green

4.2 Improving the district housing offer

5.1 Planning development priorities

5.2 Ensuring infrastructure supports growth

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

8. Democratic engagement

9. A culture of innovation

10. Financial independence with low Council Tax

7.1 Engaging with the changing needs of our customers

8.1 Robust local democracy and governance

9.1 Enhancing skills and flexibility of our workforce

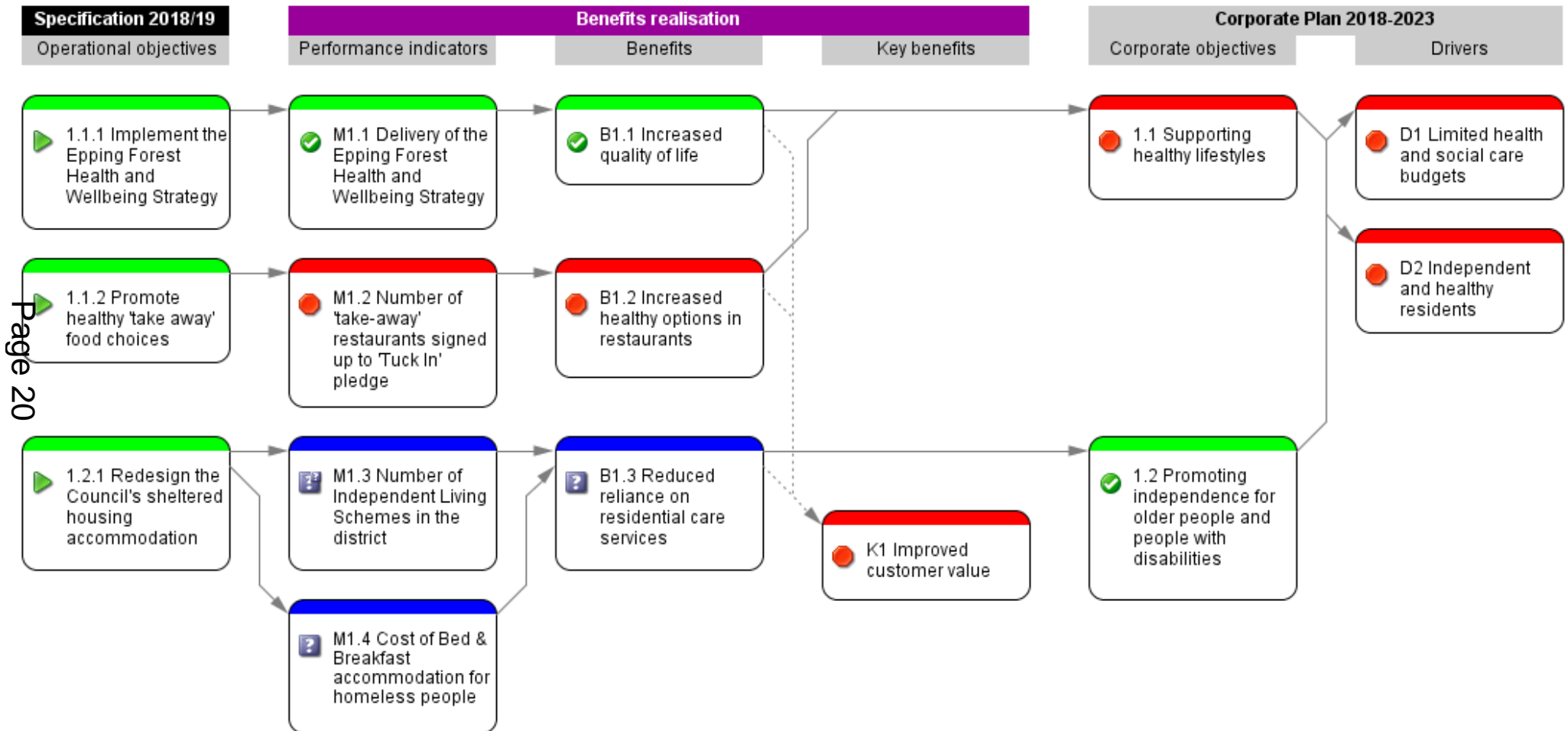
10.1 Efficient use of our financial resources, buildings and assets

9.2 Improving performance through innovation and new technology

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	75%	31-Mar-2019	Action On Target	NSC	Commercial and Regulatory Services Director
Page 21	Q3 - The evaluation of TUCK IN which was due to report back in December is now due in February. The outcome of that could influence our proposed work in Waltham Abbey. A meeting with the CCG NHS Public Health Neighbourhoods group in W/Abbey took place and they are supportive of the link between EFDC and them pointing patients on weight loss programmes to 'healthy takeaways' they have offered to promote via their communications team also. We will still be targeting Waltham Abbey this month to get some businesses signed up. JJ's a commercial food supplier is now listing foods which caterers can buy which fit with TUCK IN objectives, so we will be highlighting this to businesses we visit over the next few weeks.					
	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

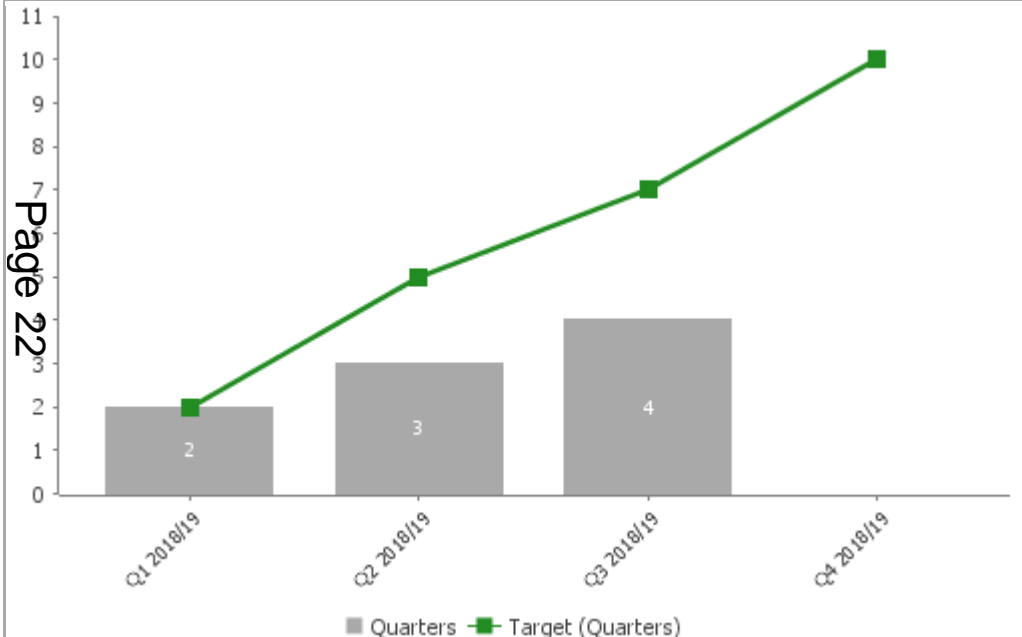
This indicator is a measure of the number of take-away restaurants and cafes who sign up to the 'Tuck In' pledge (this is an Essex County Council initiative).

<i>Is year-end target likely to be achieved?</i>	<i>Live from</i>	<i>Scrutiny</i>
⚠️ Uncertain	2018	NSC

Manager
Commercial and Regulatory Services Director

<i>Good performance</i>	<i>Corporate or Partnership indicator</i>	<i>Annual trend</i>
Aim to Maximise	Partnership	⬆️

Trend chart



Comments
Q3 - 1 further business signed up this quarter - The Three Colts.

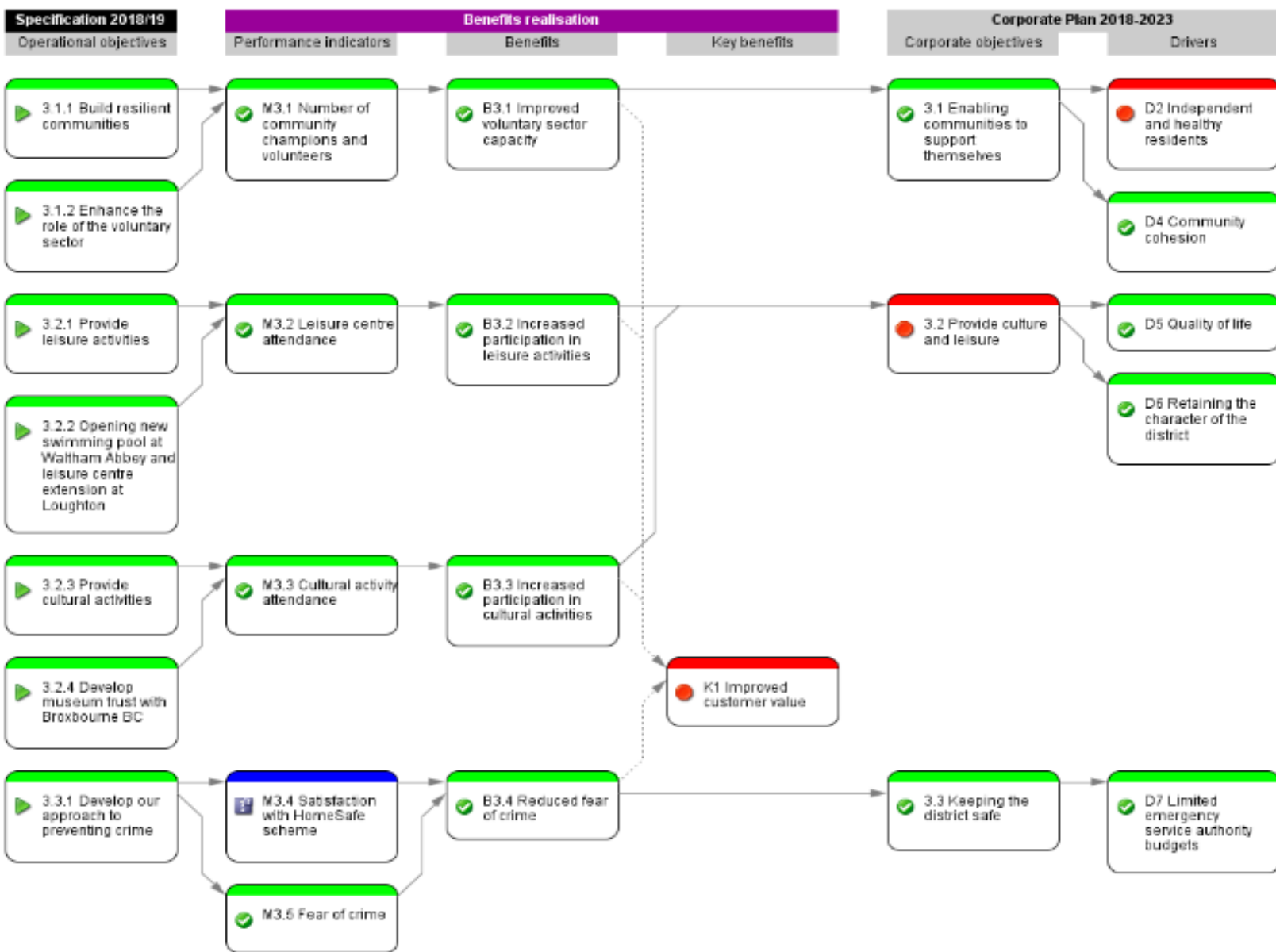
Corrective action

Q3 - Meeting with Fabrizio Ferrari, EFDC Public Health Improvement Officer took place in October '18. EFDC may be able to bid for monies for Public Health initiatives up to £5k and use this for promotional materials. What we produce could be influenced by what the evaluation of TUCK IN feeds back in February. We have however had it confirmed from the TUCK IN group that we can use the logo for our own promotional material so we can start to look at posters, flyers etc specific for our needs.
So, our next steps are:

- targeting Waltham abbey over the next few weeks
- finding and developing some concepts promotional materials
- responding to the evaluation in Feb
- and firm the link between us and PHT W/Abbey
- implement

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	4	⚠️	10		

Aim 3 - People and communities achieve their potential Stronger communities





Aim 3 People and communities achieve their potential

Stronger communities

To enable communities to support themselves through the further development of partnership working with Town and Parish Councils and Voluntary Action Epping Forest, as well as provide opportunities for residents to participate in cultural and leisure activities which celebrate the character and heritage of the District. And finally, to prevent crime and ensure our residents feel safer through partnership working with Essex Police.

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	75%	31-Mar-2019	Action On Target	NSC	Acting Chief Executive
Page 24	Q3 - Attendance numbers at each centre was as follows: <ul style="list-style-type: none"> • Ongar - 43,484 • Loughton - 101,546 • Epping - 39,888 • Waltham Abbey - 50,120 					
	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.	45%	31-Mar-2023	Implement	NSC	Contracts and Technical Services Director

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

<i>RAG</i>	<i>Description</i>	<i>Progress</i>	<i>Due date</i>	<i>Expected outcome</i>	<i>Scrutiny</i>	<i>Manager</i>
▶	Opening new swimming pool at Waltham Abbey and leisure centre extension at Loughton	100%	31-Mar-2019	Action Achieved	NSC	Commercial and Regulatory Services Director
	Q3 - Loughton refurbishment completed in September. The Waltham Abbey centre opened on 17th November.					
	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

Good performance

Corporate or Partnership indicator

Annual trend

Commercial and Regulatory Services Director

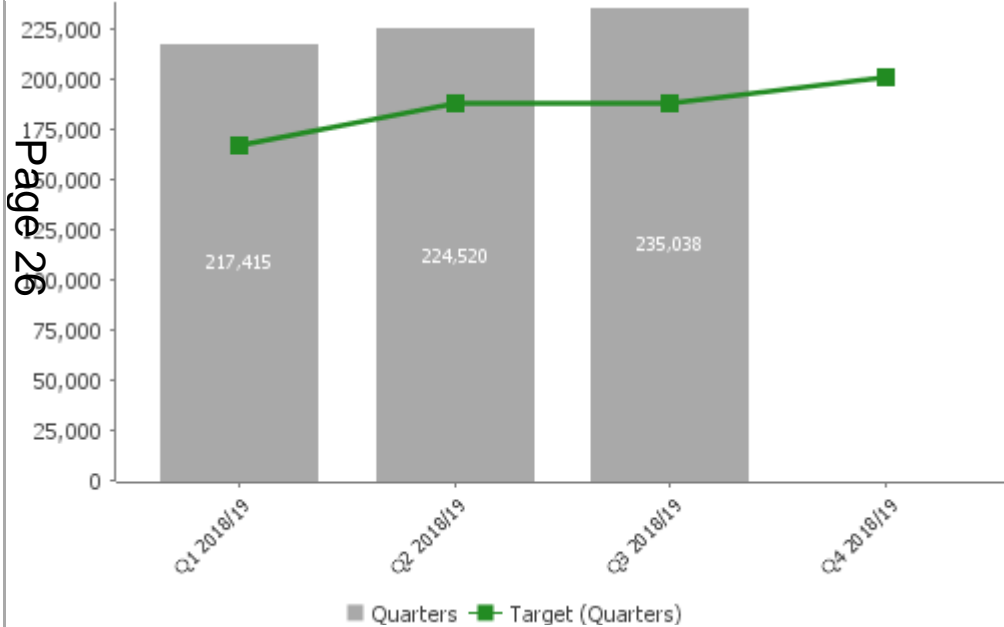
Aim to Maximise

Corporate



Trend chart

Comments



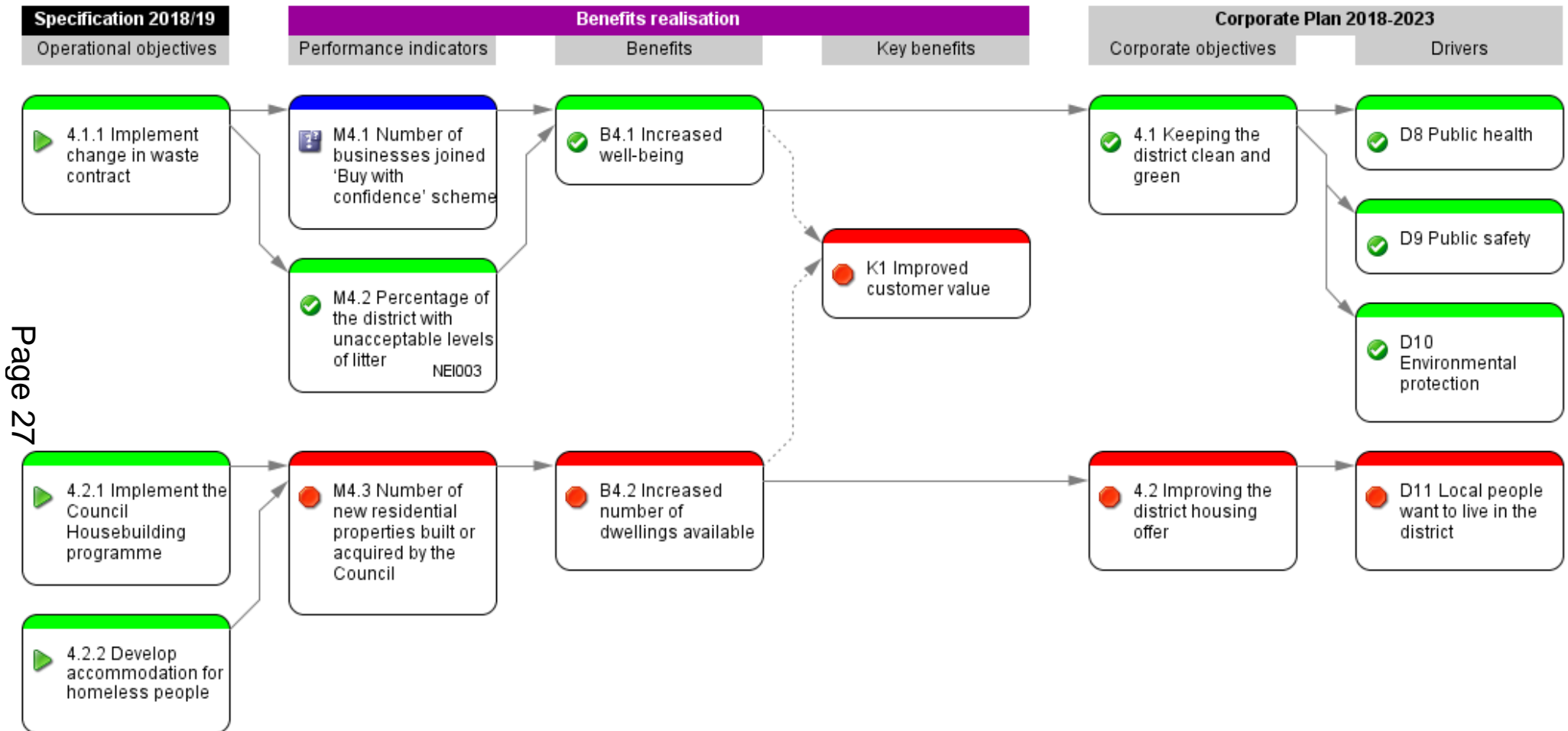
Q3 - Target met. Attendance numbers at each centre was as follows:
 • Ongar - 43,484
 • Loughton - 101,546
 • Epping - 39,888
 • Waltham Abbey - 50,120

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
167,235	217,415		187,545	224,520		187,874	235,038		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	75%	31-Mar-2019	Action On Target	NSC	Contracts and Technical Services Director
Page 28	Q3 - The Waste Management Partnership Board at its meeting in July agreed to delay any changes to the waste collection arrangements following a full review. The government has recently published its Resources and Waste strategy for England. Any changes to waste management services can only be considered in light of the new Strategy, something that will be reviewed during the year.					
	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					

Performance indicator M4.1 Number of businesses who joined the 'Buy with confidence' scheme

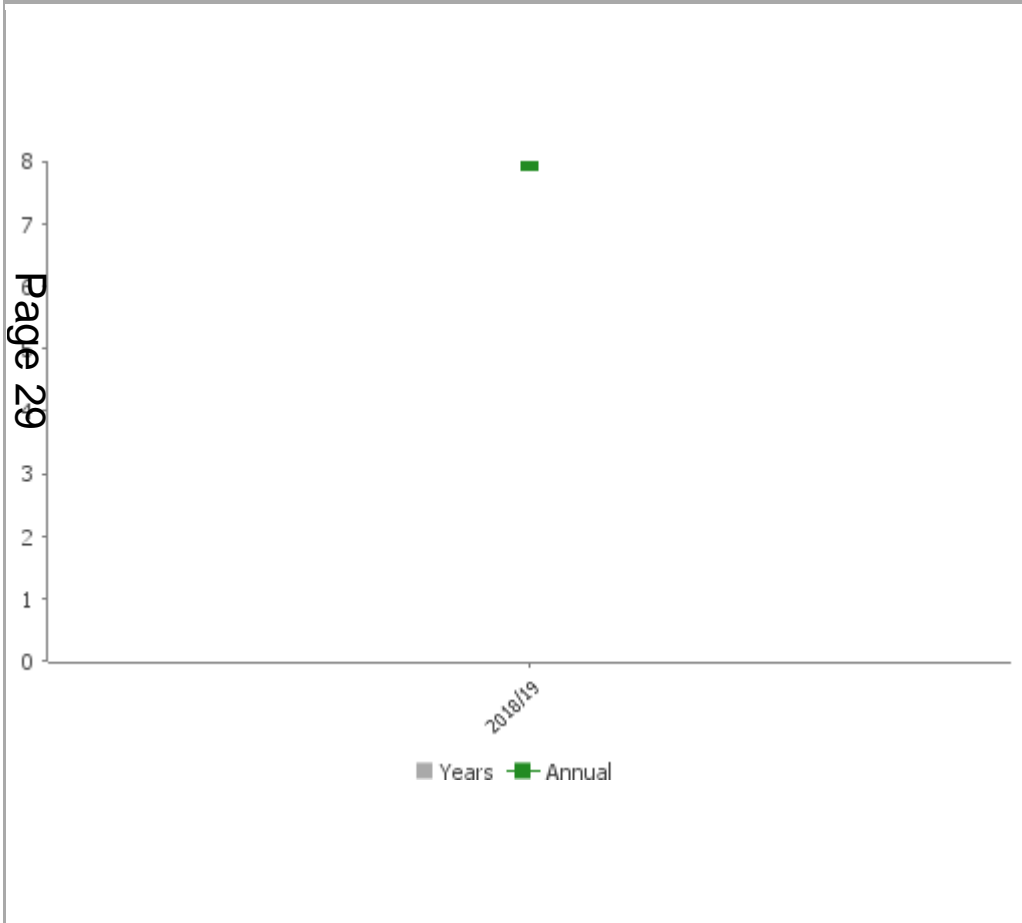
This indicator is a measure of the successful implementation and promotion of the 'Buy with confidence' (BWC) scheme.

<i>Is year-end target likely to be achieved?</i>	<i>Live from</i>	<i>Scrutiny</i>
⚠️ Uncertain	2018	NSC

Manager
Contracts and Technical Services Director

<i>Good performance</i>	<i>Corporate or Partnership indicator</i>	<i>Annual trend</i>
Aim to Maximise	Corporate	?

Trend chart



Comments

Q3 - Only one company that provides a range of waste removal services locally has joined the scheme.
<https://www.buywithconfidence.gov.uk/profile/ews-environmental-waste/25128/>

Many other companies have been contacted by our Trading Standards partners (who administer the scheme and carry out the audit work). Although companies have expressed an interest, no others have joined. Some have suggested that the initial cost (£400) has put them off, others have said they are simply too busy already and do not need any extra work that membership is aimed at bring them.

In 2018, EFDC and ECC agreed to match fund and offer membership for free to the first ten companies providing services in the EFDC area. Free membership has not attracted any more members. It appears that many relatively small scale waste collection companies are not willing to join and submit themselves to a Trading Standards audit and/or do not see any significant benefit in joining.

Officers from EFDC, ECC and Trading Standards will be meeting early in 2019 to assess if we should continue with any further attempts to promote membership of Buy with Confidence. There are alternative schemes available such as Which - Trusted Traders, Ratedpeople, Checkatrade, Trustatrader, etc, but these schemes are not backed by Trading Standards audits and provide only a limited number of waste disposal companies.

At this time the prospect of developing the scheme further looks unlikely. It is clear that residents and business that employ a company to dispose of their waste should carry out their own checks to ensure that the company is authorised by the Environment Agency. This is a minimum requirement. It is

also important that they record in detail who they give their waste to, to ensure compliance with their duty and can demonstrate that is the case if necessary.

Corrective action

2018/19		
<i>Target</i>	<i>Value</i>	<i>Status</i>
8		

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

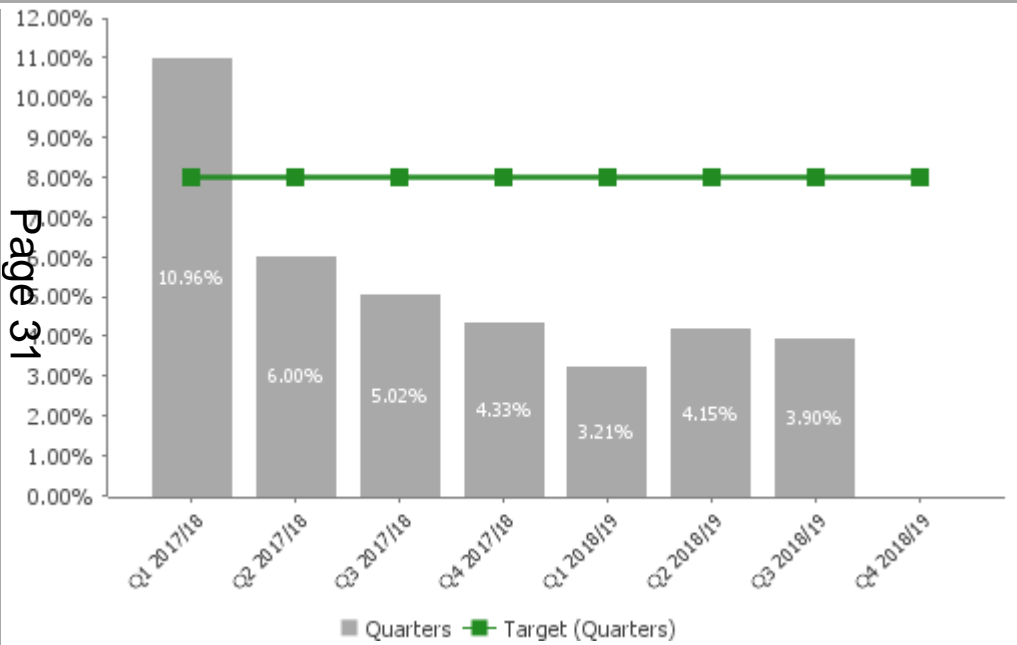
This indicator seeks to reduce unacceptable levels of litter. Performance is based on surveys of prescribed sites carried out over four quarterly periods each year, and represents the percentage of relevant land with deposits of litter which exceed the acceptable level (Previously NEI003).

<i>Is year-end target likely to be achieved?</i>	<i>Live from</i>	<i>Scrutiny</i>
▶ Yes	2007	NSC

Manager
Contracts and Technical Services Director

<i>Good performance</i>	<i>Corporate or Partnership indicator</i>	<i>Annual trend</i>
Aim to Minimise	Corporate	↑

Trend chart



Comments

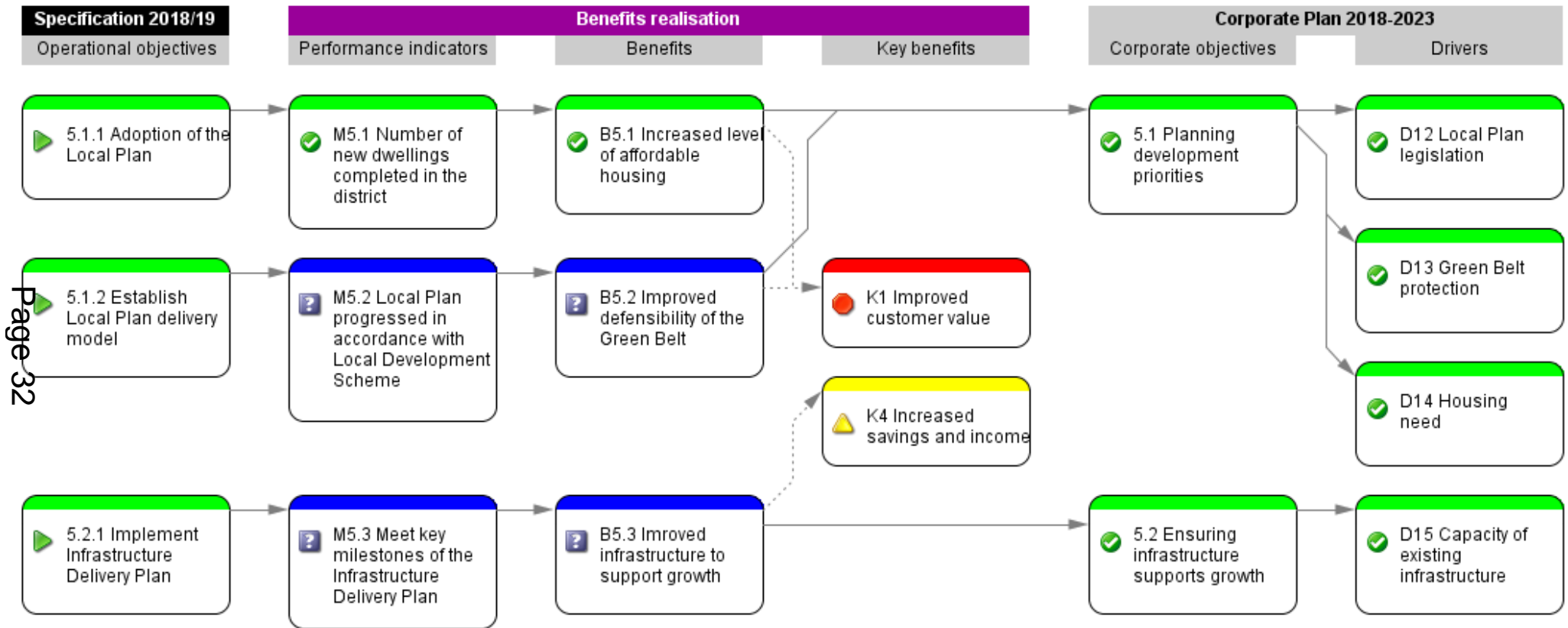
Q3 - Problems with vehicle thrown litter has increased in the district through roads

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
8.00%	3.21%	✔	8.00%	4.15%	✔	8.00%	3.90%	✔	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	75%	31-Mar-2019	Action On Target	NSC	Acting Chief Executive
Page 33	Q3 – The Independent Examination of the Local Plan has been scheduled for dates in February, March and May. The Programme Officer appointed is making arrangements for those parties who have responded to the Regulation 19 Publication and registered to speak. The Inspector has sought clarifications on a number of points, the responses to which will be published on the Council’s Website.					
	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	Planning Services Director

Operational objective 5.1.2 Establish Local Plan delivery model


RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Establish Local Plan delivery model	75%	31-Mar-2019	Action On Target	NSC	Acting Chief Executive
	Q3 – The Council has adopted a Masterplanning approach to delivery and has appointed a Quality Review Panel to evaluate major applications. Developer Forums have been established and are meeting regularly					
	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.					
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34

Operational objective 5.2.1 Implement Infrastructure Delivery Plan

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Implement Infrastructure Delivery Plan	75%	31-Mar-2019	Action On Target	NSC	Acting Chief Executive
	Q3 - A comprehensive Infrastructure Delivery Plan has been prepared as part of the development of the Local Plan					
	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.					



Performance indicator M5.1 Number of new dwellings completed in the district

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.

Is year-end target likely to be achieved?

● Not applicable

Live from

2018

Scrutiny

NSC

Manager

Interim Assistant Director (NFP502)

Good performance

Aim to Maximise

Corporate or Partnership indicator

Corporate

Annual trend

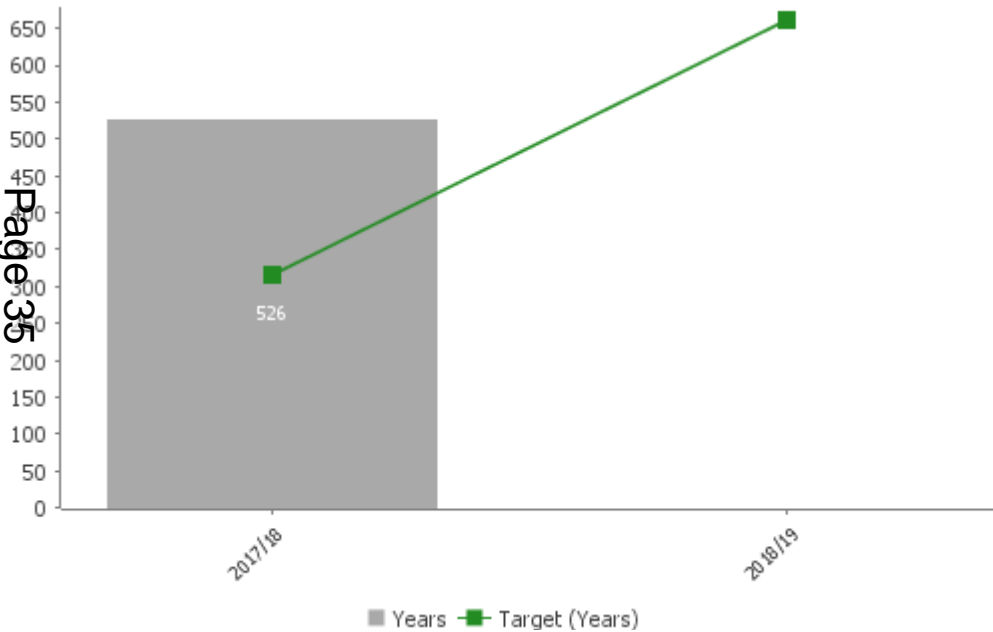


Trend chart

Comments



Q3 - Please note this is an Annual indicator reported at Q4.


Corrective action



Page 35

2018/19		
Target	Value	Status
661		

 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
	 Not applicable		2018
Manager	Good performance	Corporate or Partnership indicator	Scrutiny
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 is an annual indicator		
	Corrective action		

2018/19		
Target	Value	Status
Yes		

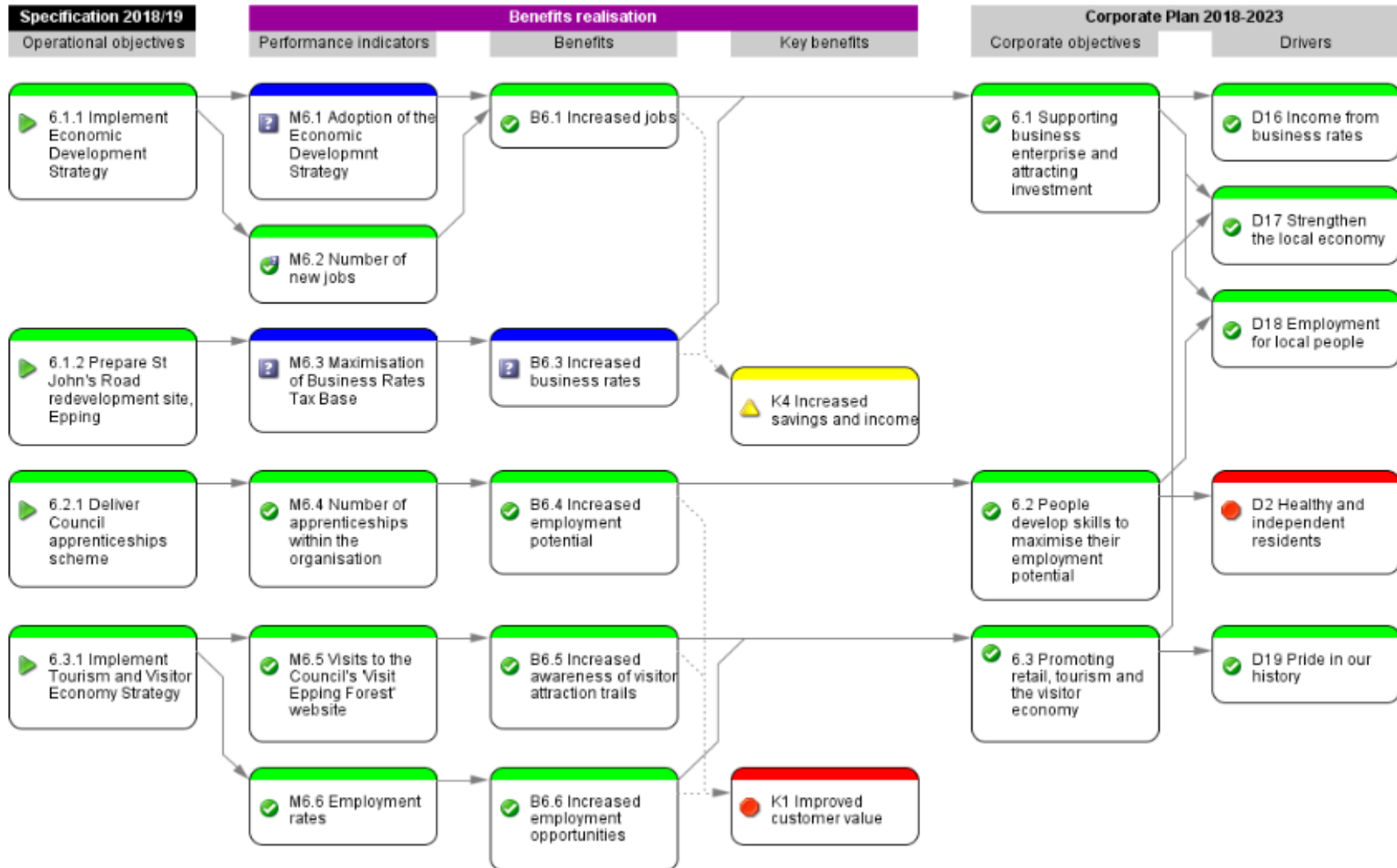
? Performance indicator **M5.3 Meet key milestones of the Infrastructure Delivery Plan**

This indicator will measure the achievement of milestones of the Infrastructure Delivery Plan (IDP).	<i>Is year-end target likely to be achieved?</i>		<i>Live from</i>	<i>Scrutiny</i>
	● Not applicable		2019	NSC
<i>Manager</i>	<i>Good performance</i>	<i>Corporate or Partnership indicator</i>		<i>Annual trend</i>
Interim Assistant Director (NFP502)	Aim to Maximise	Corporate		?
<i>Trend chart</i>	<i>Comments</i>			
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			
	<i>Corrective action</i>			

2018/19		
<i>Target</i>	<i>Value</i>	<i>Status</i>

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	75%	31-Mar-2019	Action On Target	NSC	Local Strategic Partnership Manager
Page 39	Q3 - We reprioritised and set a new deadline for the release of the consultation Draft Economic Strategy for 12th February aiming for completion of the full strategy by the end of quarter 2 2019.					
	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	75%	31-Mar-2019	Action Behind Schedule	NSC	Acting Chief Executive
	Q3 - After the failure to agree a mutually acceptable way forward with the Council's previous development partner, the Council has agreed at December Cabinet to take forward the St John's Road site itself, with potential support from Epping Town Council to deliver the economic and community benefits of the existing brief. Work has commenced on the feasibility of relocating Epping Sports Centre onto the site.					
	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.	100%	31-Mar-2018	Closure	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	75%	31-Mar-2019	Action On Target	NSC	Acting Chief Executive
	Q3 - The work continues the follow up meeting, which is being held in January. With the aim of producing joined bids for external investment with eastern Hertfordshire and west Essex.					
	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.	<i>Is year-end target likely to be achieved?</i>		<i>Live from</i>	<i>Scrutiny</i>
	▶ Yes		2018	NSC
<i>Manager</i>	<i>Good performance</i>	<i>Corporate or Partnership indicator</i>		<i>Annual trend</i>
Local Strategic Partnership Manager (NSP01)	Aim to Maximise	Partnership		?
<i>Trend chart</i>	<i>Comments</i>			
This is a Yes / No indicator, i.e. it shows whether an event has taken place - Yes or No.	N/A			
	<i>Corrective action</i>			

2018/19		
Target	Value	Status
Yes		

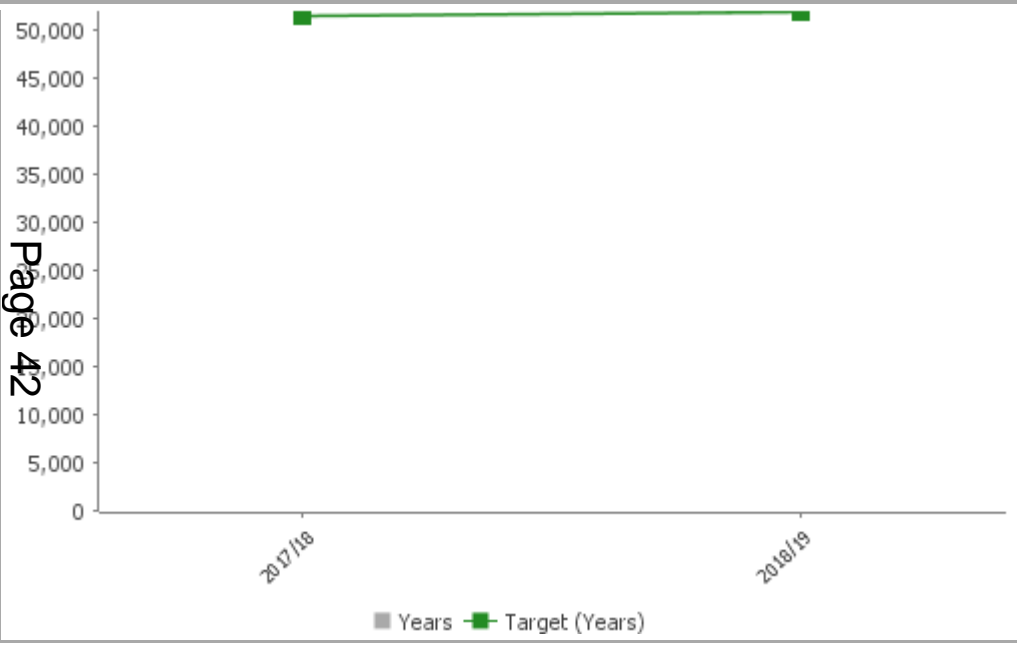
 **Performance indicator M6.2 Number of new jobs**

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

<i>Is year-end target likely to be achieved?</i>	<i>Live from</i>	<i>Scrutiny</i>
 Not applicable	2018	NSC

<i>Manager</i>	<i>Good performance</i>	<i>Corporate or Partnership indicator</i>	<i>Annual trend</i>
Local Strategic Partnership Manager (NSP01)	Aim to Maximise	Partnership	


<i>Trend chart</i>	<i>Comments</i>
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Q3 - The next data release on NOMIS is expected in January 2019 for 2017 data. Therefore this indicator will be reported annually at quarter 4.

Corrective action

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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

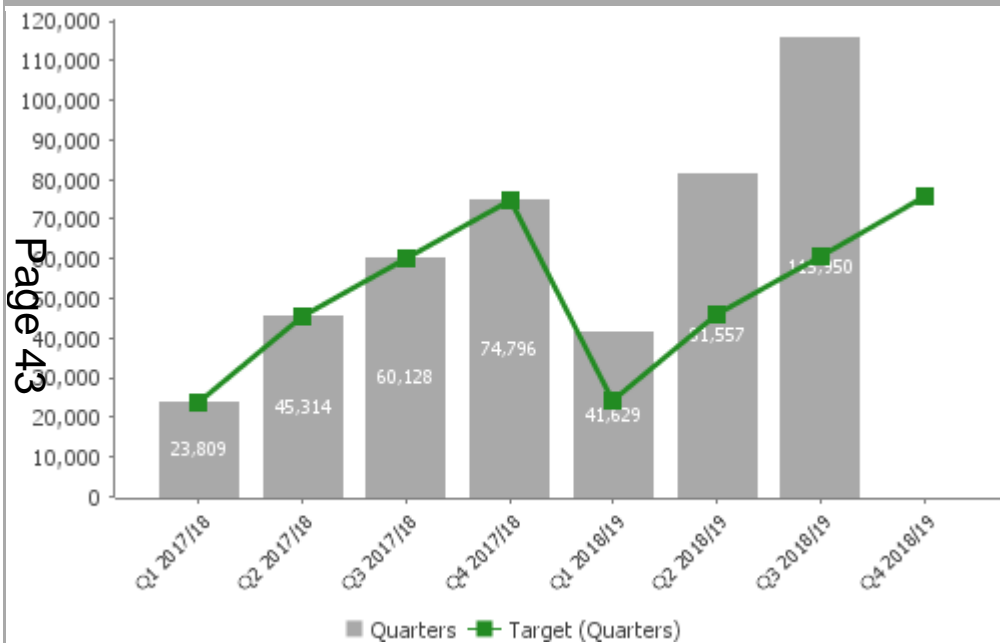
Corporate or Partnership indicator

Partnership

Annual trend



Trend chart



Comments

Q3 - Performance in line with rest of year and as expected/projected. Individual peaks being studied to learn reason – for example a significant peak of 1,657 visitors on Saturday November 3rd reveals all the increase were accessing ten events pages featuring firework displays.

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	115,950	✔	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

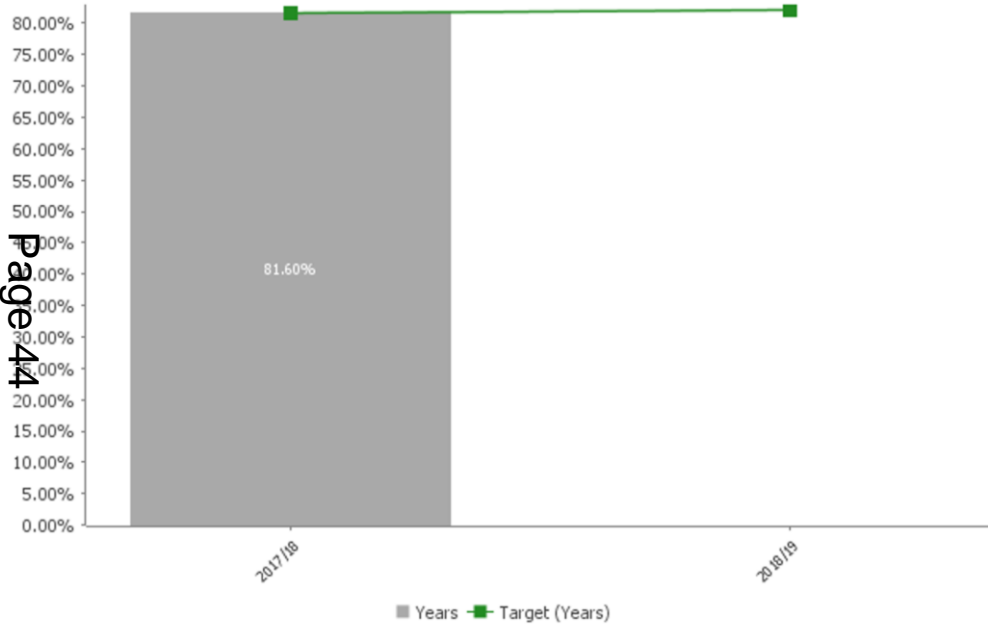
Partnership

Annual trend



Trend chart

Comments



Please note that this is an annual indicator.

Corrective action

N/A

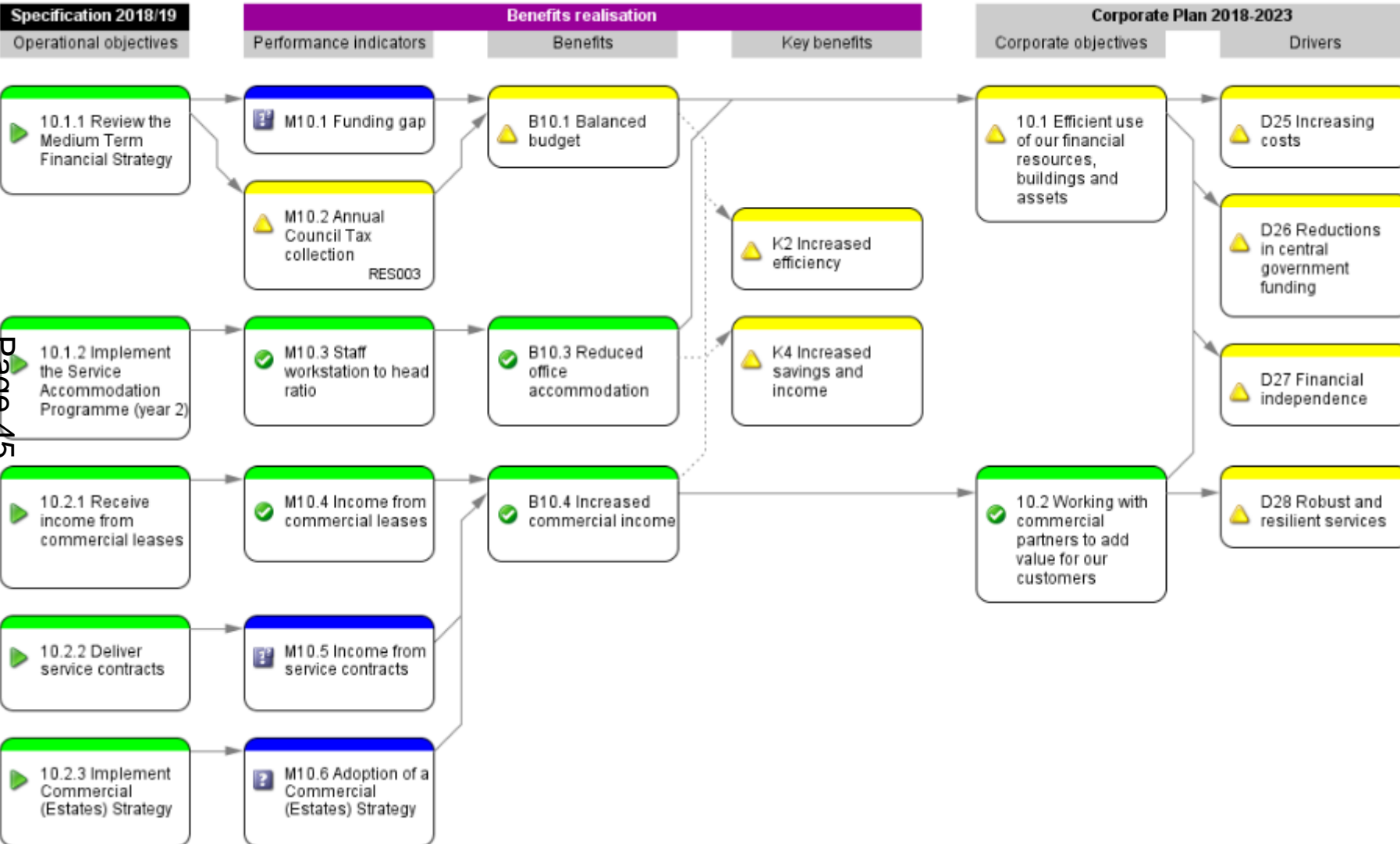
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2018/19

Target	Value	Status
82.10%		

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	75%	31-Mar-2019	Action On Target	NSC	Acting Chief Executive
Page 46	Q3 - The Council's Leisure Management Contract with Places for People Leisure, has an income share arrangement which is enacted in the third year of the contract					
	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	75%	31-Mar-2019	Action On Target	NSC	Acting Chief Executive
	Q3 - The Council's main service contracts are operating to the quality and cost parameters set.					
	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	75%	31-Mar-2019	Action On Target	NSC	Acting Chief Executive
	Q3 - The Council's strategy of investing capital to generate revenue and maximising the use of its commercial assets is paying dividends. The Epping Forest Shopping Park is now fully let. There has been some delay in the Letting of the Landmark Building, however, additional capital has been secured to undertake works and legal fees to facilitate new tenants' occupation.					
	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.					

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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
	● Not applicable		2018	NSC
Manager	Good performance	Corporate or Partnership indicator		Annual trend
Commercial and Regulatory Services Director	Aim to Maximise	Corporate		
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			

2018/19		
Target	Value	Status
Yes		

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SCRUTINY



Report to: Neighbourhoods Select Committee

Date of meeting: 29 January 2019

Subject: Bobbingworth Nature Reserve (former landfill site)

Officer contact for further information: S Stranders, Drainage Manager (01992 654197)

Democratic Services Officer: V Messenger, Democratic Services Officer (01992 564265)

Recommendations/Decisions Required:

That the report of the Local Liaison Group meeting of the 24 August 2018 be noted.

**NOTES OF THE
BOBBINGWORTH NATURE RESERVE (FORMER LANDFILL SITE)
LOCAL LIAISON GROUP
24 August 2018 on site - 3.00pm**

Present:	Cllr Nigel Avey, Environment Portfolio Holder (Chair)	(NA)
	Colin Thompson, Moreton Bobbingworth & the Lavers PC	(CT)
	Susan Stranders, Drainage Manager, Neighbourhoods	(SS)
	Abigail Oldham, Country care (CC), Neighbourhoods	(AO)
	Lee Savill, Resident Engineer, Neighbourhoods	(LS)

Notes: Susan Stranders

		Action
1.	Apologies Qasim Durrani	
2.	LS and SS gave a potted history of the land use and associated environmental problems, site remediation scheme and current engineering and treatment systems in place.	
3.	Draft Notes of the last meeting 22 August 2017 - agreed.	
4.	Matters arising None – covered in Agenda.	
5.	Update from Officers Operation & Maintenance Everything is running smoothly. There's been a general decline in leachate levels, but increasing levels have been found in one well due to a recurring fault which has now been rectified. LS confirmed leachate outbreak in the SE corner is now under control and the new systems are effective. The new wetlands are well established with a good coverage of reeds which are effective in treated the leachate. The ditch at the south/south east of the site has been cleared.	

<p>A new control panel and pumps are to be installed September/October this year. A quote has been obtained (approx. £19k). This will be taken from the allocated Capital budget.</p> <p>The path that runs east to west through the centre of the site requires redefining and resurfacing.</p> <p>Landscaping and maintenance - Ecological & wildlife First swallows seen in village. Hornets have been seen in both bat boxes. Bee bank for invertebrates and solitary bees completed (see attached picture of its construction by volunteers)</p> <p>Rabbit control Still a problem as ongoing damage to the path – now some impact to the trees. AO said tree guards will be left on for a while and any damage will have to be monitored. The path from the car park to the mound has been re surfaced but some damage is already apparent from the rabbits. To be monitored.</p> <p>Country care /volunteer activities (since last meeting 22/8/17): Volunteer tasks - 4 volunteer days – average of 14 volunteers per day; 22nd March 2018 - Cleared bramble from northern hedge, pruned roses, sowed wildflower seeds, removed tree guards; 26th April 2018 - Repaired steps by pond on eastern edge, started digging soil up for snake, used it to mulch the trees on northern edge, repaired signs, scraped mound of weeds; 3rd May 2018 - Filled in gravel on snake, finished steps, removed some weeds from pond; 24th May 2018 - Finished snake, more reed removal, raked thistle, pulled willow herb, weeded and mulched hedge and central hedge.</p> <p>Staff patrolling, occasional strim and rake. Have strimmed some areas between the trees. Removed some tree guards but are monitoring affect as rabbits might gnaw if removed too soon.</p> <p>2 x grass cutting 2018: 1. Early selective to get rid of Bristly oxtongue in June; 2. Full cut, or just of the remaining areas, in early August.</p> <p>Goat's rue was sprayed by contractors. AO would like this also to be done in 2019.</p> <p>Projects: Bee bank - completed.</p> <p>Surveys: Reptile – they are migrating from original home. Mats have been spread along southern edge and slowworms have been found quite far from the hibernaculum.</p> <p>Events: 12th September 2017- Ongar Cubs - bug games, hunting and bird activities (20 cubs); 27th June 2018 - Shelley Rainbows – bug hunting and games (14 young children); 6th August 2018 - Play in the Park – joint event with Communities (30 young children); 13th August 2018 - Play in the Park – joint event with Communities. Limited attendance.</p>	<p>LS</p> <p>AO</p> <p>LS</p>
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6.	<p>Budget CSB in budget – subject to unforeseen/emergency works.</p>	
7.	<p>AOB Profile of the site. CT said he would try to get an article in the Ongar News. He is hoping to develop a walk from Ongar to the site. AO explained that CC has a range of guided walk leaflets and she could use the template to produce a leaflet for the Ongar to Bobbingworth Nature Reserve walk.</p>	CT/AO
8.	<p>Date and place of next meeting Update due March/April 2019. TBC but around September 2019 on site.</p>	SS

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