



CABINET
Thursday, 7th December, 2017

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

Council Chamber, Civic Offices, High Street, Epping
on Thursday, 7th December, 2017
at 7.00 pm .

Glen Chipp
Chief Executive

Democratic Services
Officer

Gary Woodhall
(Governance Directorate)
Tel: (01992) 564470
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Members:

Councillors C Whitbread (Leader of the Council) (Chairman), S Stavrou (Deputy Leader and Housing Portfolio Holder) (Vice-Chairman), W Breare-Hall, A Grigg, H Kane, A Lion, J Philip, G Mohindra and S Kane

PLEASE NOTE THAT THIS MEETING IS OPEN TO ALL MEMBERS TO ATTEND

1. WEBCASTING INTRODUCTION

- (a) This meeting is to be webcast;
- (b) Members are reminded of the need to activate their microphones before speaking; and
- (c) the Chairman will read the following announcement:

"I would like to remind everyone present that this meeting will be broadcast live to the Internet and will be capable of subsequent repeated viewing, with copies of the recording being made available for those that request it.

By being present at this meeting, it is likely that the recording cameras will capture your image and this will result in your image becoming part of the broadcast.

You should be aware that this may infringe your human and data protection rights. If you have any concerns then please speak to the Webcasting Officer.

Please could I also remind Members to activate their microphones before speaking.”

2. APOLOGIES FOR ABSENCE

(Director of Governance) To be announced at the meeting.

3. DECLARATIONS OF INTEREST

(Director of Governance) To declare interests in any item on this agenda.

4. MINUTES

To confirm the minutes of the last meeting of the Cabinet held on 9 November 2017 (previously circulated).

[Click here for Cabinet Minutes 9 November 2017](#)

5. REPORTS OF PORTFOLIO HOLDERS

To receive oral reports from Portfolio Holders on current issues concerning their Portfolios, which are not covered elsewhere on the agenda.

6. PUBLIC QUESTIONS AND REQUESTS TO ADDRESS THE CABINET

(Director of Governance) To receive any questions submitted by members of the public and any requests to address the Cabinet.

(a) Public Questions

To answer questions asked by members of the public after notice in accordance with the provisions contained within Part 4 of the Constitution (Council Rules, rule Q3 refers) on any matter in relation to which the Cabinet has powers or duties or which affects the District.

(b) Requests to Address the Cabinet

Any member of the public or a representative of another organisation may address the Cabinet on any agenda item (except those dealt with in private session as exempt or confidential business) due to be considered at the meeting, in accordance with the provisions contained within Article 7 of the Constitution (The Executive, paragraphs 27 & 28 refers).

7. OVERVIEW AND SCRUTINY

(a) To consider any matters of concern to the Cabinet arising from the Council's Overview and Scrutiny function; and

(b) To consider any matters that the Cabinet would like the Overview and Scrutiny Committee to examine as part of its work programme.

8. FINANCE AND PERFORMANCE MANAGEMENT CABINET COMMITTEE - 16 NOVEMBER 2017 (Pages 7 - 34)

(Finance Portfolio Holder) To consider the attached minutes from the meeting of the Finance & Performance Management Cabinet Committee, held on 16 November 2017, and any recommendations therein.

9. LOCAL COUNCIL TAX SUPPORT SCHEME 2018/19 (Pages 35 - 66)

(Finance Portfolio Holder) To consider the attached report (C-027-2017/18).

10. HOMELESSNESS REDUCTION ACT 2017 - GRANT FUNDING (Pages 67 - 78)

(Housing Portfolio Holder) To consider the attached report (C-028-2017/18).

11. PROVISION OF A CECHE AT LOUGHTON LEISURE CENTRE (Pages 79 - 90)

(Leisure & Community Services Portfolio Holder) To consider the attached report (C-031-2017/18).

12. CORPORATE PLAN 2018-23 (Pages 91 - 130)

(Leader of Council) To consider the attached report (C-032-2017/18).

13. PEOPLE STRATEGY COMMON OPERATING MODEL BUDGET PROVISION (Pages 131 - 140)

(Leader of Council) To consider the attached report (C-033-2017/18).

14. TRANSFORMATION PROGRAMME MONITORING REPORT - OCTOBER 2017 AND TRANSFORMATION BUDGET (Pages 141 - 168)

(Leader of Council) To consider the attached report (C-034-2017/18).

15. CAPITAL REVIEW 2017/18 -2021/22 (Pages 169 - 192)

(Finance Portfolio Holder) To consider the attached report (C-035-2017/18).

16. RESOURCING THE DELIVERY OF THE LOCAL PLAN (Pages 193 - 204)

(Planning & Governance Portfolio Holder) To consider the attached report (C-036-2017/18).

17. PROPOSAL FOR INCREASED POLICING OR UNIFORMED PRESENCE IN THE DISTRICT (Pages 205 - 220)

(Safer, Greener & Transport Portfolio Holder) To consider the attached report (C-037-2017/18).

18. YOUTH COUNCIL PROJECT BUDGET (Pages 221 - 228)

(Leisure & Community Services Portfolio Holder) To consider the attached report (C-029-2017/18).

19. CORPORATE PLAN KEY ACTION PLAN 2017/18 - QUARTER 2 PROGRESS (Pages 229 - 250)

(Leader of Council) To consider the attached report (C-030-2017/18).

20. BEHAVIOURAL INSIGHTS PROJECT (Pages 251 - 276)

(Leader of Council) To consider the attached report (C-038-2017/18).

21. ANY OTHER BUSINESS

Section 100B(4)(b) of the Local Government Act 1972, together with paragraphs 6 and 24 of the Council Procedure Rules contained in the Constitution requires that the permission of the Chairman be obtained, after prior notice to the Chief Executive, before urgent business not specified in the agenda (including a supplementary agenda of which the statutory period of notice has been given) may be transacted.

In accordance with Operational Standing Order 6 (non-executive bodies), any item raised by a non-member shall require the support of a member of the Committee concerned and the Chairman of that Committee. Two weeks' notice of non-urgent items is required.

22. EXCLUSION OF PUBLIC AND PRESS

Exclusion

To consider whether, under Section 100(A)(4) of the Local Government Act 1972, the public and press should be excluded from the meeting for the items of business set out below on grounds that they will involve the likely disclosure of exempt information as defined in the following paragraph(s) of Part 1 of Schedule 12A of the Act (as amended) or are confidential under Section 100(A)(2):

Agenda Item No	Subject	Exempt Information Paragraph Number
Nil	Nil	Nil

The Local Government (Access to Information) (Variation) Order 2006, which came into effect on 1 March 2006, requires the Council to consider whether maintaining the exemption listed above outweighs the potential public interest in disclosing the information. Any member who considers that this test should be applied to any currently exempted matter on this agenda should contact the proper officer at least 24 hours prior to the meeting.

Background Papers

Article 17 of the Constitution (Access to Information) define background papers as being documents relating to the subject matter of the report which in the Proper Officer's opinion:

- (a) disclose any facts or matters on which the report or an important part of the report is based; and
- (b) have been relied on to a material extent in preparing the report and does not include published works or those which disclose exempt or confidential

information and in respect of executive reports, the advice of any political advisor.

The Council will make available for public inspection one copy of each of the documents on the list of background papers for four years after the date of the meeting. Inspection of background papers can be arranged by contacting either the Responsible Officer or the Democratic Services Officer for the particular item.

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EPPING FOREST DISTRICT COUNCIL COMMITTEE MINUTES

Committee: Finance and Performance Management Cabinet Committee **Date:** Thursday, 16 November 2017

Place: Committee Room 1, Civic Offices, High Street, Epping **Time:** 7.00 - 8.05 pm

Members Present: Councillors G Mohindra (Chairman), A Lion, C Whitbread and J Philip

Other Councillors:

Apologies: S Stavrou

Officers Present: R Palmer (Director of Resources), P Maddock (Assistant Director (Accountancy)), D Bailey (Head of Transformation), J Whittaker (Finance Officer) and R Perrin (Democratic Services Officer)

23. Substitute Members

The Cabinet Committee noted that there were no substitute members for this meeting.

24. Declarations of Interest

There were no declarations of interest pursuant to the Council's Code of member Conduct.

25. Minutes

RESOLVED:

That the minutes of the meeting held on 14 September 2017 be taken as read and signed by the Chairman as a correct record.

26. Any Other Business

That, as agreed by the Chairman of the Cabinet Sub-Committee and in accordance with Section 100B(4)(b) of the Local Government Act 1972, the following items of urgent business be considered following the publication of the agenda:

- Draft General Fund CSB, DDF and ITS lists and Savings Update.

27. Key Performance Indicators - 2017/18 Quarter 2 Performance

The Director of Resources presented a report on the Quarter 2, Key Performance Indicators 2017/18.

The Director of Resources reported that Council was required to make arrangements to secure continuous improvement in the way in which its functions and services were exercised, having regard to a combination of economy, efficiency and effectiveness. As part of the duty to secure continuous improvement, a range of Key Performance Indicators (KPI) relevant to the Council's service priorities and key

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objectives were adopted each year. The performance against all of the 32 KPIs were reviewed on a quarterly basis.

The position with regard to the achievement of target performance for the KPIs at the end of second quarter (30 September 2017) was as follows:

- (a) 25 (78%) indicators achieved target;
- (b) 3 (9%) indicators did not achieve target,
- (c) 4 (13%) indicators performed within the agreed tolerance for the indicator, and
- (d) 26 (82%) of indicators were currently anticipated to achieve year-end target, 3 (9%) were uncertain whether they would achieve year-end target and a further 3 (9%) were anticipated not to achieve year-end target.

The Director of Resources advised that the resources quarterly indicators were on target. Furthermore, the use of a text message service for late Council Tax payments had proven successful with a spike in payments being made following the reminder.

Resolved:

That the performance in respect of the second quarter of 2017/18 in relation to the Key Performance Indicators be noted.

Reasons for Decision:

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

Other Options Considered and Rejected:

No other options were appropriate in this respect. Failure to review and monitor performance could mean that opportunities for improvement were lost and might have negative implications for judgements made about the progress of the Council.

28. Annual Audit Letter

The Director of Resources presented a report on the External Auditor's Annual Audit Letter, which would be presented to the Audit and Governance Committee on 27 November 2017. The report had been placed on this agenda to ensure that Members of this Committee were aware of the key issues raised.

The Director of Resources advised that the Annual Audit Letter (AAL) confirmed that the Financial Statements gave a true and fair view of the Council's financial affairs and that the Annual Governance Statement contained in the Financial Statements was not misleading or inconsistent with other information. The external auditors were able to satisfy themselves that the Council had proper arrangements in place to secure economy, efficiency and effectiveness in its use of resources, which enabled them to issue an unqualified value for money conclusion.

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The AAL confirmed that the auditors had not needed to exercise their statutory powers and that they had no matters to report. An audit certificate to close the audit for the year ended 31 March 2017 had been issued on 27 September 2017.

The Cabinet Sub-Committee congratulated P Maddock and his team for the work and effort put into Financial Statement.

RESOLVED:

That the External Auditor's Annual Audit Letter be noted.

Reasons for Decisions:

To ensure that Members were informed of any significant issues arising from the annual audit.

Other Options for Action:

The report was for noting, no specific actions were proposed.

29. Mid-Year Report on Treasury Management and Prudential Indicators 2016/17

The Director of Resources presented a report on the mid-year Treasury Management and Prudential Indicators 2017/18.

The Director of Resources advised that the mid-year treasury report was a requirement of the CIPFA Code of Practice on Treasury Management. It covered the treasury activity for the first half of the financial year 2017/18. The Council has continued to finance all capital expenditure from within internal resources, the average net investment position had been approximately £35.7m and there had been no significant breaches on any of the prudential indicators.

The Council planned to borrow in order to carry out the capital programme and a revised capital programme would be going to Cabinet for approval in December 2017. The forecast Capital Programme for the five years to 2020/21 totalled £124m and was partly funded by £24m borrowing, although at the end of this period there would still be £1.7m available in Capital Receipts and nil in the Major Repairs Reserve.

The Cabinet Sub-Committee were asked to note the report.

Resolved:

That the management of the risks associated with Treasury Management for the first half of 2017/18 be noted.

Reasons for Decision:

The report was presented for noting as scrutiny was provided by the Audit and Governance Committee who made recommendations to this Committee when necessary.

Other Options Considered and Rejected:

Members could ask for additional information about the CIPFA Codes or the Prudential Indicators.

30. Quarterly Financial Monitoring

The Assistant Director, Accountancy presented the quarterly financial monitoring report which provided a comparison between the original estimate and the actual expenditure or income, for the period from 1 April 2017 to 30 September 2017. The report provided details of the revenue budgets for both Continuing Services and District Development Fund, Capital budgets which included Major Capital schemes.

The Cabinet Committee noted that the salaries schedule showed an underspend of £153,000 or 1.3%.

Within the Governance Directorate, Development Control income was down on expectations with Fees and Charges £55,000 lower than budget to date although this could be affected by the impending publication of the Local Plan. Building Control income was £64,000 higher than the budgeted and the ring-fenced account had assumed a deficit of £129,000 due to the amount of scanning work required, however the account could breakeven.

Within Neighbourhoods Directorate, Public Hire licence income and other licensing was above expectations, although figures included future years so in reality income relating to 2016/17 was £7,000 down. The Income from MOT's carried out by Fleet Operations was a little above expectations, but the account was budgeted to show a deficit because of higher estimated business rates and the Car Parking income was a little below expectations. The shopping park would be around £200,000 lower than expected as some units were let late, but the rental income was still expected to be around £2.5m per annum and Local Land Charge income was £9,000 above expectations. The waste management contract showed some underspend due to timing and the leisure contract payments were now on track.

The Cabinet Sub-Committee commented that the MOT's income would need to be kept under review.

Within Communities, the expenditure and income relating to Bed and Breakfast placements had been on the increase and although some would be reimbursed by the Department for Work and Pensions, it was only around 50%, leaving a similar amount to be funded from the General Fund. Growth of £12,000 had been included in 2017/18 and a few cases had been rehoused in the Zinc Arts scheme. The Housing Repairs Fund showed an underspend of £84,000 and underspends showed on both Planned Maintenance and Responsive work.

The Cabinet Sub-Committee enquired about the completion date of the housing pods to help with the costs relating to Bed and Breakfast placements. The Finance Officer, J Whittaker advised that the pilot pods would be ready by April 2018 and further pods in November 2018. Also, that there were four projects included on the Major Capital Schemes schedule which related to the House Building packages 1, 2 and 3 and the Epping Forest Shopping Park.

The Assistant Director, Accountancy advised that the funding retained by the authority after allowing for the Collection Fund deficit from 2016/17 exceeded the government baseline by £389,000 and the actual position for 2017/18 would not be determined until May 2018. In addition the Council was holding £536,413 of cash and benefited from the effective collection of non-domestic rates. The Director of Resources advised that the Valuation appeal decision for doctor's surgeries had been successful and although the settlements were in line with the budget, it would impact on the cash figures.

The Cabinet Sub-Committee were requested to note the Council's financial position as of 30 September 2017.

Resolved:

That the Revenue and Capital Financial Quarterly Monitoring Report for the 1 April 2017 to 30 September 2017 be noted.

Reasons for Decision:

To note the second quarter financial monitoring report for 2017/18.

Other options Considered and Rejected:

No other options were available.

31. Fees and Charges 2018/19

The Assistant Director, Accountancy presented a report on the fees and charges to be levied by the Council in 2018/19 and what, if any increases could be made. The Consumer Prices Index (CPI) was now 3% and it was proposed to use this as a guide in setting increases.

The Assistant Director, Accountancy reported that the Medium Term Financial Strategy had identified the need to find savings of £700,000 over the four year period with £300,000 falling in 2018/19. The Revenue Support funding had already been set for 2018/19 at £193,000 and would be phased out with the Council having to fund all the General Fund services from the Council Tax, Retained Business Rates and Fees and Charges. The scope for increased income as a result of increasing fees and charges was relatively limited as regards the General Fund, though less so with the Housing Revenue Account (HRA). Other options were to introduce fees and charges where they were currently not levied, although this was fairly limited.

Within the Communities Directorate, a review of charges at the Limes Centre proposed for regular users (12 occasions or more per year) to be able to take advantage of the scale 1 charge and for charities or residents of the district to be eligible for a 20% discount on the scale 2 charge. The Housing-Related Fees and Charges for 2018/19 were recommended to be increased by 3% with the only exceptions being the charges for Telecare packages to private users; Bed and Breakfast accommodation remaining the same as 2017/18; and the Civil Penalties under the Housing and Planning Act 2016 being added to the list.

Within Governance Directorate, the Legal Services proposed to increase legal fees by 3%; Land Charges were to remain the same due to difficulties in service delivery, turn-around times and to be commercially competitive; and the Development Control fee levels controlled by the Government had been suggested to increase by 20% but there had been no clear timetable for this to be introduced.

Within the Neighbourhoods Directorate fees and charges included Car Parking Charges, North Weald Airfield rents and charges, MOT's, various environmental health related charges and Licencing. The MOT income was subject to a maximum charge set by the Vehicle Operating Service Agency (VOSA) currently £54.85 and the Council's fee were set below this level at £49.00. The charges for the collection of bulk waste represented an increase of 3%, although the Resources Select

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Committee had been concerned that fly tipping would increase in the district, if this was applied.

The Cabinet Sub-Committee commented that the MOT fee should be increased to the charge set by VOSA, as there was little difference and this would probably not affect the revenue. Furthermore, parking at the retail park although restricted to 2 hours did not seem to be consistent with availability and would need to be monitored and fines applied, if required, to allow users to park.

Regarding the bulk waste charges, the Cabinet Sub-Committee were advised that officers did not think the bulk waste charges would increase fly tipping, as any increase seen in the district appeared to be commercial waste. The Cabinet Sub-Committee were keen to see a discount rate applied consistently for residents in receipt of housing benefits and of pensionable age.

The Cabinet Sub-Committee also requested officers look at increasing long stay car parking charges inline with Transport for London (TfL), so that car parks were not filled with commuters, but available for high street shoppers.

Recommended:

- (1) That the use of the Consumer Prices Index of 3% be used as a guide for any proposed increases of the Council's Fees and Charges for 2018/19 be agreed;
- (2) That the proposed fees and charges for 2018/19, as set out in the Appendices attached to the minutes, be approved;
- (3) That the proposed schedule of Housing Revenue Account Fees and Charges for 2018/19 be approved;
- (4) That the Council's fee for an MOT be increased to the maximum VOSA charge currently at £54.85;
- (5) That the discount rate of 50% for Council's fees for bulk waste be applied to residents on housing benefits and pensionable age; and
- (6) That officer's increase long stay car parking charges inline with TfL car parks in the District.

Reasons for Decision

As part of the annual budget process changes to fees and charges need to be agreed.

Other Options Considered and Rejected

Where the Council had discretion on the level of fees and charges that were set and there were many possible options open to the Council ranging between no increase up to applying quite large increase where justifiable.

32. Draft General Fund CSB, DDF and ITS lists and Savings Update

The Director of Resources presented a report on the draft Continuing Services Budget (CSB), District Development Fund (DDF) and Invest to Save (ITS) Schedules for 2018/19.

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The Director of Resources advised that the Financial Issues Paper had been considered by this Sub-Committee at its meeting in July 2017, which highlighted a number of financial uncertainties and risks facing the Authority including the reductions in Central government funding, Retention of Business Rates, Welfare reform and Transformation. The Medium Term Financial Strategy (MTFS) identified that savings of around £700,000 were required over the forecast period and £300,000 were required in 2018/19.

The total CSB expenditure in 2016/17 had been £215,000 lower than the original budget and £929,000 below the revised; because of this a decision had been taken to fund Capital Expenditure of £1 million from the General Fund balance. This decision had been made because of the significant General Fund balance held by the Council and the comments made by Central Government around 'excessive' balances held by local authorities. There were as ever salary savings due to vacancies and this trend had continued into 2017/18 though not as marked. The income from the Shopping Park would be less than expected in 2017/18, due to the various rent free periods and some negotiations with prospective tenants taking longer than expected. A prudent £2.4m had been included on the lists as there would inevitably be some costs incurred in managing the park.

The Director of Resources advised that there were a number of areas where further work was required before figures could be included within the budget and finalised. The emphasis in the budget cycle would need to be on CSB savings rather than growth and the figures generally needed to be viewed in the context of this being quite early in the budget preparation process.

Members advised that they would have to consider future projects and how these would be financed as it would be more challenging going forward.

Resolved:

- (1) That the draft the Continuing Services Budget (CSB), District Development Fund (DDF) and Invest to Save (ITS) schedules for 2018/19 be noted; and
- (2) That the savings achieved to date as part of the 2018/19 budget process be noted.

Reasons for Decision:

Members were asked to note the first draft of these schedules and make comments as appropriate.

Other Options Considered and Rejected:

No other options applicable.

CHAIRMAN

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Main Hall	Charges per hour	
	Scale 1 (Council Tenants)	Scale 2 (Non Council Tenants)
Monday to Friday		
9.00am – 6.00pm	£12.50	£25.00
6.00pm – 10.00pm	£17.50	£35.00
Saturday		
10.00am – 6.00pm	£17.50	£35.00
6.00pm – 11.00pm	£28.00	£48.00
10.00am – 11.00pm	£260.00	£460.00
Sunday		
10.00am – 9.00pm	£28.00	£48.00

Activity Room	Charges per hour	
	Scale 1	Scale 2
Monday to Friday		
9.00am – 6.00pm	£8.50	£18.50
6.00pm – 10.00pm	£13.50	£23.50
Saturday & Sunday (9pm only)		
10.00am – 6.00pm	£13.50	£18.50
6.00pm – 11.00pm	£18.50	£28.50

Meeting Room	Charges per hour	
	Scale 1	Scale 2
Monday to Friday		
9.00am – 6.00pm	£5.50	£10.50
6.00pm – 10.00pm	£11.50	£22.50
Saturday & Sunday (9pm only)		
10.00am – 6.00pm	£10.50	£20.50
6.00pm – 11.00pm	£15.50	£25.50

The Limes Centre – Current Scale of Hire Charges from 1st April 2018

Main Hall	Charges per hour	
	Scale 1 (Council Tenants)	Scale 2 (Non Council Tenants)
Monday to Friday		
9.00am – 6.00pm	£13.00	£26.00
6.00pm – 10.00pm	£18.00	£36.00
Saturday		
10.00am – 6.00pm	£18.00	£38.00
6.00pm – 11.00pm	£29.00	£49.00
10.00am – 11.00pm	£275.00	£500.00
Sunday		
10.00am – 9.00pm	£29.00	£49.00

Activity Room	Charges per hour	
	Scale 1	Scale 2
Monday to Friday		
9.00am – 6.00pm	£9.00	£19.00
6.00pm – 10.00pm	£14.00	£24.00
Saturday & Sunday (9pm only)		
10.00am – 6.00pm	£15.00	£25.00
6.00pm – 11.00pm	£20.00	£30.00

Meeting Room	Charges per hour	
	Scale 1	Scale 2
Monday to Friday		
9.00am – 6.00pm	£6.00	£12.00
6.00pm – 10.00pm	£12.00	£24.00
Saturday & Sunday (9pm only)		
10.00am – 6.00pm	£12.00	£24.00
6.00pm – 11.00pm	£16.00	£32.00

Community, Health & Wellbeing Activity - Proposed Fees and Charges for 2018/19

Service/Activity	2017/18 Fees	Proposed 2018/19 Fees	Comments
New Horizons Yoga session Indoor Bowls (Epping & Waltham Abbey) David Lloyd Bowls Badminton Boccia Table Tennis	£5.60 £3.70 £4.50 £3.70 £3.70 £3.70	£5.80 £3.80 £4.50* £3.80 £3.80 £3.80	*This was increased by 50p last year and we received a lot of criticism for this therefore we do not feel it should be increased again for 2018/19
Lifewalks	£2.00 per walk £30.00 privilege card for 6 months £58 privilege card for 12 months	£2.00* £30.00 £58	*Easy money for leaders to collect, gets complicated when dealing in pence plus feel this is a premium we can charge for a walk, most walkers purchase a privilege card LVRPA are introducing car park charges from end of Oct 17, this could have a negative impact upon walkers attending, therefore we do not feel we can increase fees if walkers have to pay for parking.
Cycling for Health	£4.00 £8.00	£4.50 £9.00	
Term time Sessions: Badminton Futsal	£4.85 £3.50	£5.00 £3.60	
Holiday Provision Sport Sessions	£5.00	£5.20	
Get Active Sessions	£3.50	£3.60	
Multi-Sport/Activity Camps	£16.00	£16.50	
Play in the Forest	£3.00	£3.00	

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Museums, Heritage & Culture: Fees & Charges

Appendix 2

	Actual 2017/18 £	Proposed (ex VAT) 2018/19 £	VAT Indicator	Percentage Increase	Comments
Images (Private Research & Commercial)					
Private Research:					
A4 Black & White print	£6.00	£6.25	Yes	4.17%	
A4 Colour print	£6.50	£6.75	Yes	3.85%	
A4 Black and white photocopy	£1.00	£1.00	Yes	0.00%	
Digital copy, 300dpi (by email)	£5.00	£5.50	Yes	10.00%	
Digital copy, 300dpi (by email) (over 10 images)	£4.00	£4.50	Yes	12.50%	
Commercial:					
Books					
Local History Groups & Registered Charities	Free	Free			
Cover Page	£200.00	£220.00	Yes	10.00%	
Inner Page	£65.00	£70.00	Yes	7.69%	
TV / Film / Video					
Single Country	£75.00	£80.00	Yes	6.67%	
Worldwide	£150.00	£160.00	Yes	6.67%	
Digital					
300dpi jpeg/tiff per image / single use	£75.00	£80.00	Yes	6.67%	
Web					
Regional based business	£75.00	£80.00	Yes	6.67%	
National / International business	£150.00	£160.00	Yes	6.67%	
Identifications/ Enquiries					
Collections Search Service	Free	Free			
Research Visits	Free	Free			
Identifications Service	Free	Free			
Research Service (fee per hour)	£15.00	£15.00	No	0.00%	
Exhibition Hire					
Anthony Trollope Exhibition (fee per month. Up to 12 week hire)	£150.00	£150.00	No	0.00%	
Romance in Stone - The Pulham Legacy (fee per month. Up to 12 week hire)	£300.00	£300.00	No	0.00%	
Touring Exhibitions (Venues in Eastern Region) per month (minimum 2 month hire)	£50.00	£60.00	No	20.00%	
Touring Exhibitions (Venues Outside Eastern Region) per month (minimum 2 month hire)	£75.00	£90.00	No	20.00%	
Talks and Tours					
1 hour daytime talk within the Borough of Broxbourne / Epping Forest District (per group)	£54.00	£55.50	No	2.78%	
1 hour daytime talk outside the Borough of Broxbourne / Epping Forest District (per group)	£64.00	£65.50	No	2.34%	
1 hour evening talk outside museum but within borough/district (per group)	£64.00	£65.50	No	2.34%	
1 hour evening talk outside the borough/district (per group)	£74.00	£75.50	No	2.03%	
1 hour daytime talk or tour (incl. Behind the Scenes), with refreshments within the museum (per person) <i>minimum group charge of £50</i>	£5.00	£5.00	No	0.00%	New charge
1 hour evening talk or tour (incl. Behind the Scenes), with refreshments within the museum (per person) <i>minimum group charge of £70</i>	£7.00	£7.00	No	0.00%	New charge

Museums, Heritage & Culture: Fees & Charges

Appendix 2

	Actual 2017/18 £	Proposed (ex VAT) 2018/19 £	VAT Indicator	Percentage Increase	Comments
Schools (workshops in school)					
(max 35 pupils per class)					
1 class for 1 hour					
Epping Forest District and Broxbourne Borough Council Schools	£40.00	£40.00	No	0.00%	PLEASE NOTE SCHOOL FEES ARE ACADEMIC YEAR SEPT -SEPT
Schools outside Epping Forest/Broxbourne area	£50.00	£50.00	No	0.00%	
2 classes on same day 2 x 1 hour					
Epping Forest District and Broxbourne Borough Council Schools	£60.00	£60.00	No	0.00%	
Schools outside Epping Forest/Broxbourne area	£70.00	£70.00	No	0.00%	
3 classes on same day 3 x 1 hour					
Epping Forest District and Broxbourne Borough Council Schools	£80.00	£80.00	No	0.00%	
Schools outside Epping Forest/Broxbourne area	£90.00	£90.00	No	0.00%	
4 classes on same day 4 x 1 hour					
Epping Forest District and Broxbourne Borough Council Schools	£100.00	£100.00	No	0.00%	
Schools outside Epping Forest/Broxbourne area	£120.00	£120.00	No	0.00%	
Schools (workshops in museum)					
2 hours (half day) up to two classes					PLEASE NOTE SCHOOL FEES ARE ACADEMIC YEAR SEPT -SEPT
Epping Forest District and Broxbourne Borough Council Schools (Per child) minimum charge £40	£3.00	£3.00	No	0.00%	
Schools outside Epping Forest/Broxbourne area (Per child) minimum charge £40	£4.00	£4.00	No	0.00%	
Self guided visit	Free	Free			
School Topic Box Hire					
Epping Forest and Broxbourne Borough Schools	£40.00	£40.00	No	0.00%	
Schools outside Epping Forest/Broxbourne area	£50.00	£50.00	No	0.00%	
*Special rate save £10 if booked with and delivered on the same day as a workshop					
Workshops/Public Programme					
Family Fun Workshops and Toddler sessions	£1.50	£1.50	No	0.00%	Increased every few years
Half Day Workshops	£8.00	£8.00	No	0.00%	Increased every few years
Full day workshops	£20.00	£20.00	No	0.00%	Increased every few years
Artist-led Workshops 1.5 hrs (incl. materials)	£8.00	£8.00	No	0.00%	Increased every few years
Artist-led Workshops 2 hrs (incl. materials)	£10.00	£10.00	No	0.00%	Increased every few years
Artist-led Workshops 5 hrs/1 day (incl. materials)	£20.00	£20.00	No	0.00%	Increased every few years
Performance ticket (kids theatre shows)	£8.00	£8.00	No	0.00%	Increased every few years
Motiv8 Performance ticket	£8.00	£8.00	No	0.00%	audience feedback suggests we can't put this up every year
Motiv8 Performance ticket Concession price	£5.50	£5.50	No	0.00%	audience feedback suggests we can't put this up every year
eNgage Performance ticket	£12.00	£12.50	No	4.17%	
eNgage Performance ticket Concession price	£9.00	£9.50	No	5.56%	
After School Dance per child per session	£3.50	£4.00	No	14.29%	
Active Assemblies 1 day of training for session leaders (plus travel)	£160.00	£180.00	No	12.50%	
Active Assemblies 20 resource packs	£380.00	£400.00	No	5.26%	
Active Assemblies teacher mentoring over 8 weeks, per group	£50.00	£51.00	No	2.00%	
Active Assemblies session delivery for 8 sessions outside EFDC (plus travel)	£250.00	£260.00	No	4.00%	
Active Assemblies session delivery for 8 sessions EFDC	£180.00	£185.00	No	2.78%	
Creative Homes Arts sessions per session (incl. materials and set up, clear up time)	£65.50	£67.00		2.29%	
Creative Homes Dance sessions per session (incl. materials)	£47.00	£48.00		2.13%	

Museums, Heritage & Culture: Fees & Charges

Appendix 2

	Actual 2017/18 £	Proposed (ex VAT) 2018/19 £	VAT Indicator	Percentage Increase	Comments
Venue Hire					
Lowewood Museum Room (per hour)	£12.50	£12.50	Yes	0.00%	New for the museum and trying to build up and audience for this
Equipment for Lowewood Museum Room (use of projector / screen / flip chart per session)	£25.00	£25.00	Yes	0.00%	New for the museum and trying to build up and audience for this
The Space day rate (per hour) (30 people)	25.00/15.00	£25.00/15.00	Yes	0.00%	New for the museum and trying to build up and audience for this
The Space evening rate (per hour) (30 people)	50.00/35.00	£50.00/£35.00	Yes	0.00%	New for the museum and trying to build up and audience for this
The Space Sunday rate (per hour) (30 people)	£100.00/£80.00	£100.00/£80.00	Yes	0.00%	New for the museum and trying to build up and audience for this
Tudor Gallery and Garden day rate (per hour) (20 people)	35.00/30.00	£35.00/£30.00	Yes	0.00%	New for the museum and trying to build up and audience for this
Tudor Gallery and Garden evening rate (per hour) (20 people)	55.00/45.00	£55.00/£45.00	Yes	0.00%	New for the museum and trying to build up and audience for this
Temp Ex (per hour) (60 people)	120.00/100.00	£120.00/£100	Yes	0.00%	New for the museum and trying to build up and audience for this
Whole Museum (per hour) (200 people)	160.00/150.00	£160.00/£150	Yes	0.00%	New for the museum and trying to build up and audience for this
Tea/Coffee and Biscuits (per person)	£3.00	£3.00	Yes	0.00%	New for the museum and trying to build up and audience for this
Buffet Lunch (per person)	£7.00	£7.00	Yes	0.00%	New for the museum and trying to build up and audience for this
Archaeological Depositions					
Excavations within Borough of Broxbourne (deposited with Lowewood Museum)					
Standard archive box of finds or paper archive	£40.00	£110.00	Yes	175.00%	(New figure set by Hertfordshire as county wide standard - the figure will increase by £10 every year)
Additional fees for items which will not fit into a standard box:					
Per A0 sheet paper or Perspex	£1.50	£0.00		-100.00%	Charge will be removed
Per A1 sheet paper or Perspex	£1.00	£0.00		-100.00%	Charge will be removed
Per A2 sheet paper or Perspex	£0.50	£0.00		-100.00%	Charge will be removed
Per A3 sheet paper or Perspex	£0.25	£0.00		-100.00%	Charge will be removed
Excavations within Epping Forest District (deposited with EFDM)					
Minimum charge per site (includes one finds box and one paper box)	£49.00	£54.00	Yes	10.20%	
Each additional Bulk Finds Box	£35.00	£40.00	Yes	14.29%	
Each additional Small Finds Box	£35.00	£40.00	Yes	14.29%	
Each additional Paper Archive Box	£35.00	£40.00	Yes	14.29%	
Museums Annual Membership					
Annual Individual Membership to both museums (discounted offer in shop and talks, entry to special events)	£16.67	£16.67	Yes	0.00%	Project under review
Junior Individual Membership (up to 16 years) (discounted offer in shop and talks, entry to special events)	£8.33	£8.33	Yes	0.00%	Project under review
Group Membership (up to 5 people of which one member is over 16 yrs) (discounted offer in shop and talks)	£41.67	£41.67	Yes	0.00%	Project under review

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Fees and Charges 2018/19 - HOUSING RELATED SERVICES
Appendix 3

Service	2017/18		2018/19	
	Amount	Period	Amount	Period
Older People's Housing				
Communal Halls:				
Pelly Court Hall, Epping	£10.10	per hour	£10.40	per hour
Oakwood Hill Hall, Loughton	£141.60	per annum	£145.85	per annum
Barrington Hall, Loughton	£8.25	per session	£8.50	per session
Guest Rooms - Sheltered Housing	£9.35	per person per night	£9.65	per person per night
Scooter Stores:				
Rental	£4.00	per week	£4.15	per week
Electricity	£2.05	per week	£2.15	per week
Sheltered Housing Charges:				
Scheme Management Charge:				
<i>Tenants not in receipt of housing benefit</i>	£10.11	per week	£10.40	per week
<i>Tenants in receipt of housing benefit</i>	£3.07	per week	£3.15	per week
Intensive Housing Management Charge	£1.78	per week	£1.85	per week
<i>(Note: Charge not payable by HB claimants)</i>				
Area Housing Charges:				
Scheme Management Charge:				
<i>Tenants not in receipt of housing benefit</i>	£2.52	per week	£2.60	per week
<i>Tenants in receipt of housing benefit</i>	£0.75	per week	£0.80	per week
Intensive Housing Management Charge	£0.45	per week	£0.50	per week
<i>(Note: Charge not payable by HB claimants)</i>				
Careline Charges (Council tenants):				
Tenants not in receipt of housing benefit	£4.38	per week	£4.50	per week
Tenants in receipt of housing benefit	£1.33	per week	£1.35	per week
Telecare Packages (Private users):				
Alarm and up to 4 sensors (Monitoring only)	£153.00	per annum	£153.00	per annum
Monitoring of additional sensors (per sensor)	£15.50	per annum	£15.50	per annum
Monitoring of alarms for other organisations (per speech module)	£108.75	per annum	£112.00	per annum
Large Button Telephone	£22.00	per telephone	£22.65	per telephone
Use of Jessopp Ct Lounge by Essex CC as a Day Centre	£10,240	per annum	£10,545	per annum
Lease for Jessopp Ct Office to Family Mosaic	Increased each October by the Sept RPI increase			
Home Ownership and Sales				
Leasehold Vendors' Enquiries	£148.60	per enquiry	£153.00	per enquiry
Certificates of Buildings Insurance - Leaseholders	£47.30	per copy	£48.70	per copy
Small Land Sales Valuation Charge	£379.00	per sale	£390.40	per sale
Valuation & Legal Charge - Re-sale of RTB Property within 5 years / Sale of property to EFDC within 10 years	£382.70	per application	£394.20	per application
Consideration of Right to Re-purchase Former RTB Property within 10 years of Original Purchase	£66.60	per application	£68.60	per application
Housing Management				
Hire of Halls for Elections	£92.40	per day	£95.10	per day
Garage rents	£8.50	per week	£8.75	per week
Hardstandings	£88.00	per annum	£90.65	per annum
Mortgage references	£43.35	per enquiry	£44.65	per enquiry
Request for covenant and leasehold approvals	£69.20	per request	£71.25	per request
Licences for vehicular access across housing land	£115.00	per annum	£118.50	per annum
Dishonoured cheques	£26.85	per cheque	£27.65	per cheque

Homelessness				
Homeless Hostel Accommodation:				
One Room	£48.80	per week	£50.25	per week
Two Rooms	£76.25	per week	£78.55	per week
Three Rooms	£102.65	per week	£105.70	per week
Chalets	£88.90	per week	£91.55	per week
Bed and Breakfast Accommodation (Contracted rates):				
Single Room	£42.10	per night	£42.10	per night
Double Room	£50.05	per night	£50.05	per night
Repairs and Maintenance				
Condition surveys to respond to Party Wall Act Notices	£78.25	per Notice	£80.60	per Notice
Copies of Structural Reports on RTB Properties	£38.70	per report	£39.85	per report
Rechargeable repairs	2.0%	increase in all charges	3.0%	increase in all charges
Replacement Door Entry and Suited Keys	£14.60	per key	£15.00	per key
Sewerage charges for individual sewerage systems	2.0%	increase in all charges	3.0%	increase in all charges
Caring and Repairing in Epping Forest (CARE) Service				
Caring And Repairing in Epping Forest (CARE) Fees:				
Disabled facilities grants and Decent Homes loans	15%	of works cost	15%	of works cost
Small Works Repayable Assistance	10%	of works cost	10%	of works cost
C.A.R.E Handyperson Service:				
<i>Clients in receipt of means-tested benefits:</i>				
General jobs	£32.50	Maximum charge per visit	£33.50	Max. charge per visit
Falls prevention and home safety checks/works	Free		Free	
Garden maintenance - First visit	Free	per visit (up to 2 hours)	Free	per visit (up to 2 hours)
- Second visit	Free	per visit (up to 2 hours)	Free	per visit (up to 2 hours)
<i>Clients <u>not</u> in receipt of means-tested benefits:</i>				
General jobs	£53.50	Maximum charge per visit	£55.10	Max. charge per visit
Falls prevention and home safety checks/works	£26.70	Maximum charge per visit	£27.50	Max. charge per visit
Garden maintenance	£26.70	per visit (up to 2 hours)	£27.50	Max. charge per visit

Private Sector Housing

Licences - HMOs (Initial & Renewal): 3 storey HMO with up to 5 units of accommodation Additional units of accommodation	£715.00 £66.60	per licence per additional unit	£736.50 £68.60	per licence per additional unit
Landlord Accreditation Scheme for Student Accom: Bed-sit 1-2 bedroom flats House/bungalow with up to 6 bedrooms 3 storey houses (non-licensable)	£52.40 £104.90 £157.30 £183.50	per property accredited per property accredited per property accredited per property accredited	£53.95 £108.00 £162.00 £189.00	per property accredited per property accredited per property accredited per property accredited
Park Homes Licensing Fees: Site licence fees Depositing of site rules				
	In accordance with EFDC's Fees Policy for Licensing Residential Park Home Sites			
	£139.40	per deposit	£143.60	per deposit
Penalty charges for private landlords Failing to provide appropriate smoke and carbon monoxide alarms (Smoke and Carbon Monoxide Alarm (England) Regulations 2015) Fine for Lettings Agencies and Property Agencies failing to join a Government-approved Redress Scheme Civil Penalty Notices for certain Housing Act 2004 offences	£5,000 £5,000	per incidence (unless extenuating circs.) per incidence (unless extenuating circs.)	£5,000 £5,000	per incidence (unless extenuating circs.) per incidence (unless extenuating circs.)
	New charge		Up to £30,000 per notice	
Property inspections for immigration applications: 1 or 2 Bed Property 3 Bed Flat Property 4 Bed Property	£85.00 £114.00 £157.00	per inspection per inspection per inspection	£87.50 £117.50 £162.00	per inspection per inspection per inspection
Enforcement of private sector housing conditions - Housing Act 2004 and Mobile Homes Act 2013 1-4 Hazards: 1 Bed Property 2 Bed Property 3 Bed Property 4 Bed Property 5 or 6 Bed Property > 6 Bed Property or HMO 5 or more Hazards: 1 Bed Property 2 Bed Property 3 Bed Property 4 Bed Property 5 or 6 Bed Property > 6 Bed Property or HMO	£342.00 £385.00 £428.00 £513.00 £556.00 £670.00 £428.00 £470.00 £513.00 £612.00 £655.00 £726.00	per enforcement per enforcement per enforcement per enforcement per enforcement per enforcement per enforcement per enforcement per enforcement per enforcement per enforcement per enforcement	£352.00 £396.00 £441.00 £528.00 £571.00 £690.00 £441.00 £484.00 £529.00 £630.00 £675.00 £748.00	per enforcement per enforcement per enforcement per enforcement per enforcement per enforcement per enforcement per enforcement per enforcement per enforcement per enforcement per enforcement
General percentage uplift for next year	3.0%			

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LEGAL FEES – 2017/18
& Proposed 2018/19

	<u>2017/18</u>	<u>2018/19</u>
1. Property Transactions		
1.1 Redemption of Mortgages	£148.00	£152.00
1.2 Transfers of Equity	£286.00	£295.00
1.3 Sale of Land	£418.00	£431.00
1.4 Repayment of Discount and Postponement of Legal Charge	£140.00	£144.00
1.5 Deed of Release of Covenant	£258.00	£266.00
1.5.1 Deed of Covenant + Application to Cancel Land Charges Entry (Form K11)	£112.00	£115.00
1.6 Second Mortgage Questionnaires	£103.00	£106.00
1.7 Licence to cross land/occupy land	£418.00	£431.00
Licences to cross housing land	£125.00	£128.00
1.8 Leases		
(a) Shops	£750.00	£773.00
(b) Industrial (e.g. Oakwood Hill and North Weald)	£750.00	£773.00
(c) Leases contracted out of Landlord and Tenant Act 1954 provisions	£179.00	£184.00
(d) New Lease extending Term (residential)	£531.00	£547.00
1.9 Licences granted pursuant to a lease		
(a) To Assign (add £63.00 if surety)	£390.00	£402.00
(b) For Alterations	£390.00	£402.00
(c) For Change of Use	£390.00	£402.00
(d) To sublet	£390.00	£402.00
1.10 Deed of Surrender of Lease	£388.00	£400.00
1.11 Combined Surrender/Licence	£467.00	£481.00
1.12a Transfer of Lease and Notification of Mortgage (RTB)	£63.00	£65.00
1.12b For commercial leases	£86.00	£89.00
1.13 Deed of Variation (if they produce)	£189.00	£195.00
1.14 Deed of Variation (Legal prepare)	£304.00	£313.00
1.15 Consent for restriction (Land Registry)	£63.00	£65.00

		<u>2017/18</u>	<u>2018/19</u>
2.	Planning Agreements		
2.1	S106 Agreement - routine	£624.00	£643.00
2.2	S106 Agreement – complex		Time recorded.
2.3	S106 Agreement including Minor Highway Works	£624.00	£643.00
2.4	S106 Agreement including Major Highway Works	£839.00	£864.00
2.5	Unilateral Undertaking - routine	£346.00	£356.00
2.6	Unilateral Undertaking - Complex		Time recorded.
2.7	Variation/Revocation of S106 Agreement or Unilateral Undertaking	£417.00	£430.00
3.	Photocopying		
3.1	Abstract of Title	£9.70 £1.80 for each Deed	£10.00 £1.85 for each Deed
3.2	Other	A4 –£0.87 per page A3–£1.28 per page Add £2.80 for P&P	A4-£0.90 per page A3-£1.32 per page Add £2.88 for P&P
3.3	Any Document that can be obtained as office copies from the Land Registry not in connection with a redemption or other current matter for each document	£9.70 plus £3.05 for P&P	£10.00 plus £3.14 for P&P
3.4	Additional charge for faxing documents/letter	£0.87 per page	£0.90 per page

Neighbourhoods

Appendix 5

Proposed fees & charges for 2018/19

Service area	2017/18		Proposed 2018/19		Notes
	Application/ Event	Renewal	Application/ Event	Renewal	
Environmental Health					
Training					
Basic food hygiene course	£73.00		£75.00		6 courses 10 per course
Basic health & safety course	£63.00		£65.00		
Animal welfare					
Animal boarding	£313.00	£215.00	£250.00	£250.00	Plus recharge of Vet Fees
Dog breeding	£313.00	£215.00	£250.00	£250.00	Plus recharge of Vet Fees
Pet Shops	£313.00	£215.00	£250.00	£250.00	Plus recharge of Vet Fees
Dangerous wild animals	£684.00	£464.00	£250.00	£250.00	Plus recharge of Vet Fees
Riding Establishment	£684.00	£575.00	£250.00	£250.00	Plus recharge of Vet Fees
Stray dog					Set by Waltham Forest as part of contract with them
Dog home boarding fee	£70.00		£72.00		.
Zoo's	£553.00		£570.00		
Licensing.					
Hackney Carriage/Private Hire					
Annual Vehicle Licence	£277.00	£277.00	£277.00	£277.00	Subject to Statutory consultation
Annual Driver's Licence	£186.00	£186.00	£186.00	£186.00	Subject to Statutory consultation 3 year licence
Vehicle plate	£30.00		£30.00		Initial fee, refundable on return
Driver badge	£10.00		£10.00		
Drivers Test	£40.00		£40.00		Refundable if 2 days notice of cancellation given
Drivers re-sit of test	£21.00		£21.00		Refundable if 2 days notice of cancellation given

Service area	2017/18		Proposed 2018/19		Notes
	Application/ Event	Renewal	Application/ Event	Renewal	
Private Hire Operators					
Annual operator licence (1 vehicle only)	£105.00		£105.00		Subject to Statutory consultation, 5 year licence
Annual Operators (> 1 vehicle)	£405.00		£405.00		Subject to Statutory consultation, 5 year licence
Plate exemption	£88.00		£88.00		
Gambling Act 2005					
See separate sheet					
Miscellaneous					
Special treatment premises	£162.00		£167.00		
Special treatments person	£87.00		£90.00		
Sex Shops and Cinemas	£540.00	£540.00	£556.00	£556.00	
Sexual Entertainment Venues -	£4,200.00	£2,100.00	£4,325.00	£2,160.00	
Street Trading Consents	£398.00	£398.00	£410.00	£410.00	If not successful at sub-committee then half fee refunded
Scrap Metal Dealers	£393.00		£405.00		3 year licence
Scrap Metal Sites	£236.00		£243.00		3 year licence
Road Closure Notices	£176.00		£181.00		
Licensing Act 2003					All fees set by statute based upon premises rateable value plus occupancy for premises holding more than 5,000 people. Personal licences valid for 10 years EFDC cannot amend these charges, therefore not included in this table

Gambling Act 2005

Betting Premises	New application		Annual fee		Variation, Transfer, Re-instatement		
	Current	Proposed	Current	Proposed	Current	Proposed	
Betting premises (not tracks)	£1,220.00	£1,220.00	£610.00	£610.00	£1,220.00	£1,220.00	

Betting Premises	Licence copy		Notification of change	
	Current	Proposed	Current	Proposed
Betting premises (not tracks)	£30.00	£31.00	£30.00	£31.00

Waste management

Bulky household waste

Item	Current	Proposed	Notes	
1 to 3 items	£24.50	£25.00	50% concession for those on HB	Contract plus Admin. Fee
4 to 7 items	£36.50	£37.50	50% concession for those on HB	Contract plus Admin. Fee
8 to 10 items	£48.00	£49.50	50% concession for those on HB	Contract plus Admin. Fee
11 to 15 items	£61.00	£63.00	50% concession for those on HB	Contract plus Admin. Fee
More than 15 items	Assessment	Assessment	50% concession for those on HB	

Street Numbering and Naming Charges

Item	Current	Proposed	Notes	
House Name Change/ Addition	£52.50	£54.00	Per property	
Development of 1+ properties	£52.50	£54.00	For first property	
	£18.00	£18.50	Per additional property	
Changes in initial development after initial notification	£52.50	£54.00	For first property	
	£18.00	£18.50	Per additional property	
Renaming of street at residents request	£52.50	£54.00	For first property	
	£18.00	£18.50	Per additional property	
Confirmation of postal address details	£2.85	£2.95	Per certificate issued	
	£18.00	£18.50	Per property involved	

Fee Type Permit Type	Application fee	Annual fee	Renewal fee	Transitional Application Fee
FEC Gaming Machine	£306.00	N/A	£306.00	£102.00
Prize Gaming	£306.00	N/A	£306.00	£102.00
Alcohol Licences Premises – Notification of 2 or less machines	£51.00	N/A	N/A	N/A
Alcohol Licences Premises – More than 2 machines	£153.00	£51.00	N/A	£102.00
Club Gaming Permit	£204.00	£51.00	£204.00	£102.00
Club Gaming Machine Permit	£204.00	£51.00	£204.00	£102.00
Club Fast-track for Gaming Permit or Gaming Machine Permit	£102.00	£51.00	£204.00	N/A
Small Society Lottery Registration	£42.00	£22.00	£22.00	N/A

Permit - Miscellaneous Fees

	Change of Name £	Copy of Permit £	Variation £	Transfer £
FEC Permits	£26.00	£16.00	N/A	N/A
Prize Gaming Permits	£26.00	£16.00	N/A	N/A
Alcohol Licences Premises – Notification of 2 or less machines	£51.00	N/A	N/A	N/A
Alcohol Licences Premises – More than 2 machines	£26.00	£16.00	£102.00	£26.00
Club Gaming Permit	N/A	£16.00	£102.00	N/A
Club Gaming Machine Permit	N/A	£16.00	£102.00	N/A
Small Society Lottery Registration	£42.00	£22.00	N/A	N/A

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Report to the Cabinet

Report reference: C-027-2017/18
Date of meeting: 7 December 2017



**Epping Forest
District Council**

Portfolio: Finance
Subject: Local Council Tax Support scheme 2018/19
Responsible Officer: Janet Twinn (01992 564215).
Democratic Services: Gary Woodhall (01992 564470).

Recommendations/Decisions Required:

- (1) That Cabinet note the responses to the consultation on the scheme for 2018/19;
- (2) That the scheme is amended to set 6 monthly fixed period assessments for people receiving Universal Credit;
- (3) That the scheme is amended to disregard Bereavement Support Payments in line with other welfare benefits and the Local Council Tax Support scheme for people of pension age;
- (4) That the scheme is amended to allow a decision made by the DWP concerning other benefits to be disregarded when it is clear that their decision is incorrect; and
- (5) That the amended Local Council Tax Support scheme for 2018/19 be recommended to Council for approval.

Executive Summary:

As part of the major changes to the Welfare Benefits system, from 31 March 2013 Council Tax Benefit ended and was replaced by a scheme called Local Council Tax Support (LCTS). The LCTS scheme has to be reviewed annually by the Council. A key principle of the scheme is the protection of people who are of an age where they can claim Pension Credit. The Government have regulations in place to ensure that pensioners continue to receive the same level of assistance as they would have done if the Council Tax Benefit scheme was still in place. The Council can therefore only make amendments to the Local Council Tax Support scheme for people of working age.

The Pan Essex LCTS project group, comprising of all the billing authorities and the unitary authorities in Essex, was created in January 2012 to devise a modular approach upon which all Essex authorities could base their local schemes according to local needs. The precepting authorities of Essex County Council, Essex Fire Authority and Essex Police have been involved from the beginning of the project. The project is managed by the Benefit Managers under guidance from the Essex Finance Officers Association.

On 11 July 2017, Cabinet approved the general principle that the Local Council Tax Support scheme for 2018/19 should aim to be cost neutral for the Council and that public consultation should be undertaken on certain elements of the scheme. Consultation on the 2018/19

scheme was undertaken from 18 August 2017 to 27 October 2017. Following the consultation period Members now need to approve the scheme for 2018/19 and decide whether the scheme should remain in its current form for 2018/19 or whether any amendments should be made.

Reasons for Proposed Decision:

If any changes are to be made to the current scheme either for financial or other reasons, full Council needs to approve the final scheme on 21 December 2017.

Due to various welfare reform changes that the Government has introduced, and also changes in Local Council Tax Support for people of pension age, it is proposed to make changes to the Local Council Tax Support scheme for people of working age from 1 April 2018. This will make the administration of the scheme easier, and in particular for people receiving Universal Credit, and it will align the Council's scheme with other welfare benefits and the Local Council Tax Support scheme for people of pension age.

Other Options for Action:

If the Council does not approve any amendments to the scheme by 31 January 2018, the existing scheme will continue.

Report:

1. In 2013/14, the Government funded LCTS with a specific grant, but after that initial year, the funding has been rolled into the Council's overall funding position made up of Revenue Support Grant and locally retained business rates. The specific allocation for LCTS funding is therefore not identifiable, but the overall package has been reducing each year and will reduce again in 2018/19. The Department for Communities and Local Government have stated that Members will need to decide on the value of the funding to be used for LCTS.

2. The Pan Essex LCTS project group has continued to look at how schemes can be changed to both simplify the administration of the schemes and to make further savings in expenditure on the schemes. However, there are several issues that need to be considered if schemes are to be changed significantly from the current means testing schemes. The future is uncertain for the benefits provision within Local Government. The full roll out of Universal Credit for new claims is expected to be complete in the Epping Forest District by September 2018, providing there are no further delays in the roll out, but, it is not expected that the transfer of the current Housing Benefit cases to Universal Credit will be complete until 2022. Whilst local authorities still have both means testing for Housing Benefit and a specified means testing LCTS scheme for people of pensionable age, it is not appropriate at this time to significantly change how LCTS is administered and calculated, otherwise two separate assessments would have to be made instead of one. In view of the administrative problems that Universal Credit is creating for Local Authorities, some Local Authorities who have been in the pilot areas for the full service of Universal Credit for the last two to three years, are now considering a banding scheme for LCTS whereby LCTS will be a fixed percentage discount depending on where a claimant's income falls within income bands. Although this will reduce administration, it is only practical when the number of Housing Benefit claims has reduced. This may be an option to consider in the future and the success of these schemes will be monitored.

3. Consultation was undertaken to specifically look at the funding of the scheme and at making changes to the current working age scheme. Views were sought on how the scheme should be funded as well as three specific issues to align the scheme with welfare reform changes introduced into other state benefits by the Government, to ease the administrative

burden of LCTS for people receiving Universal Credit and a minor change to make the scheme fairer.

4. Currently, the total expenditure on LCTS is £6,028,000, which is made up of £3,486,000 for elderly recipients and £2,542,000 for working age recipients. This is a decrease of £90,000 in the last year although the expenditure for elderly recipients has decreased by £95,000 and the expenditure for working age has increased by £5,000. It was originally anticipated that expenditure on the current scheme would total £6,083,700 for 2017/18 and therefore there is an underspend which is primarily due to the decrease in caseload. The total number of recipients of LCTS has fallen from 6826 in October 2016, to 6540 in October 2017, a reduction of 286 in the last twelve months. The caseload has been falling each year that there has been a LCTS scheme. However, the rollout of Universal Credit may reverse this trend as pilot areas have seen an increase in financial hardship. The current caseload has a 50% split between 3253 people of pension age and 3287 people of working age, although the expenditure for people of pension age is far greater.

5. If the scheme is changed to achieve further savings, a change to the maximum percentage of 75% for working age recipients would achieve approximately £41,000 savings per 1% reduction. A reduction in the maximum percentage to 73% would therefore mean that the cost of the scheme would be in the region of £5,946,000, whilst a reduction in the maximum percentage to 70% would mean that the cost of the scheme would be in the region of £5,823,000. However, although the current council tax collection rate remains in a healthy position, there will become a time where people will refuse to make any payments because the amount that they are expected to pay simply becomes unaffordable for them. Although there are different demographics throughout Essex which have given rise to slightly different schemes for the Essex Authorities, a maximum percentage of 75% is comparable with other Essex Authorities.

6. It is not proposed to change the maximum percentage for 2018/19 but it is proposed to apply 3 changes to the scheme for working age people. This will align the scheme with changes brought in by the Government to the Local Council Tax Support scheme for people of pension age and other state welfare benefits and to simplify the administration of the scheme.

7. The first change that is proposed is to the way in which LCTS is calculated for people receiving Universal Credit. Under the current scheme, every time we are notified of a change in a claimant's circumstances, the LCTS has to be recalculated. However, as Universal Credit is rolled out nationally, the administrative burden of calculating LCTS entitlement for recipients of Universal Credit becomes greater. Universal Credit is reassessed on a monthly basis and the amount of the payment can vary greatly, particularly for weekly paid employees, depending on whether they receive 5 payments in a month or 4 payments in a month. There is therefore the potential that an LCTS award based on Universal Credit could change every month necessitating the issue of a new council tax bill every time. If this were to happen, it would make it difficult for a claimant to have any planned budgeting in place due to the monthly payments constantly changing. It would also make the administration much more complex and costly and make the recovery of unpaid council tax very difficult because, with each monthly recalculation, the recovery process would have to be restarted and it would be virtually impossible to progress beyond the reminder stage of the recovery cycle. It is therefore recommended that an award of LCTS for a recipient of Universal Credit is made for a fixed period of 6 months, regardless of changes in Universal Credit income during that period. At the end of 6 months, the LCTS will be recalculated by using the average weekly amount of Universal Credit received during the previous 6 months. A new award will then be fixed for the following 6 months and so on. Changes that do not relate to income will still be actioned in the usual way. For people that may be adversely affected by this change, a payment from the hardship fund can be used to assist families in exceptional cases.

8. The second proposed change is to disregard Bereavement Support payments in the calculation. This is a new benefit that has been introduced by the Government in April 2017 to assist families who are under state pension age at a time of bereavement. It may be paid to a surviving spouse or civil partner and consists of an initial lump-sum followed by up to 18 monthly instalments. For Housing Benefit purposes and LCTS purposes for people of pension age, the monthly Bereavement Support Payments are already disregarded as income and the lump sum payment is disregarded as capital for 52 weeks. As this is a disregard of income and capital, no claimant will be adversely affected by this change

9. The third proposed change is the ability for the Council to disregard an award of a DWP administered benefit when we know that the award of that benefit was incorrect. For example, there have been cases when the DWP have awarded Income Support to a single parent and yet that claimant has admitted to us that they live with a partner who works, or a case when Guaranteed Pension Credit was awarded when the claimant was not of state pension age. In circumstances like these, we are currently bound by the DWP decision and have had to award maximum LCTS, even though we know that the DWP decision is incorrect. A change to the wording from 'shall' to 'may' will allow the Council to disregard decisions made by the DWP where we know that they are incorrect.

10. The draft scheme for 2018/19 is shown in a background paper. The scheme already allows for the annual uprating of premiums, allowances and non-dependant deductions that are used in the calculation. The scheme cannot be finalised until both the Uprating Order from the Department for Work and Pensions, and the Prescribed Requirements Regulations from the Department for Communities and Local Government, are laid before Parliament. These are expected to be in late December.

11. When changes are made to LCTS schemes, Authorities are required to be mindful as to whether transitional protection should be applied to protect current recipients from reductions in entitlement. The proposed changes to the scheme for 2018/19 will not adversely affect current recipients and therefore any form of transitional protection has been discounted.

Consultation

12. If changes are to be made to the current scheme, we must consult on those changes with the major preceptors (County Council, Police & Fire Authorities) and the public. This includes any changes to make the scheme more beneficial to certain groups as this may have a negative impact on other groups, including taxpayers that do not receive any LCTS. Essex County Council finance officers regularly attend the Pan Essex LCTS project group meetings and the Police and the Fire Authority are invited and receive minutes of all the meetings. The Pan Essex Benefit Managers report to the Essex Finance Officers Association where representatives of all the major preceptors are usually in attendance. The major precepting authorities have therefore been consulted and have indicated that they will not object to the schemes.

13. Consultation with the public was carried out from 18 August 2017 to 27 October 2017. The consultation was asking for views specifically on retaining the current scheme for 2018/19, the funding of the scheme, whether the maximum percentage should be changed, the introduction of 6 month fixed period assessments for recipients of Universal Credit, the disregard of Bereavement Support Payments, and the discretion to disregard a DWP decision.

14. The other Essex Authorities have been undertaking their own consultations during a similar period. The consultation process was the same as in the previous four years where

each Authority has published information on their proposals on their website with a link for responses to Essex County Council who have co-ordinated the responses. Essex County Council also publicised each Authority's consultation on their own website. People who do not have access to the internet or who wished to give a more detailed response were able to do so directly to the Council. In addition to the website, posters were displayed in Council buildings and leaflets advertising the consultation were sent with 2000 Council Tax bills sent during the consultation period.

15. This year the Public Relations team made more use of social media to advertise the consultation. However, unfortunately the published link in the social media to the consultation was incorrect and directed people to the wrong web page. This was corrected and the closing date of the consultation was extended to allow anyone who wished to respond but previously had the incorrect link on social media, to respond using the correct link. It should be noted that there were two links to the consultation on the EFDC website and one on the ECC website which were correct throughout the consultation period. It was only the social media link where there was a problem and, in view of that, the consultation period was extended by two weeks once it had been rectified.

16. 96 responses were received to the consultation although this had reduced to 73 by question 7. Although disappointing, it is slightly higher than in previous years where 58 responses were received for the 2017/18 consultation and 43 responses for the 2016/17 consultation. The number of responses is in keeping with other Essex Authorities who have also had a similar number of responses, other than Uttlesford who always achieve a much higher number of responses. This appears to be because they issue a council newspaper and their distribution coincides with the consultation period.

17. The consultation questions are shown in Appendix 1 and the results of the consultation are shown in Appendix 2. The results do show that 267 people viewed the consultation but then the majority chose not to respond. This compares to 279 for the consultation in 2016. It could be surmised that they are satisfied with the proposals in the consultation as they did not have strong views against the issues in the consultation. Overall the responses to the consultation that were received did not highlight any issues that would give cause to reconsider the three proposed changes.

Resource Implications:

LCTS scheme for 2018/19:

From 2014/15 the funding has been rolled into the Council's overall funding position made up of Revenue Support Grant and locally retained business rates. The actual amount of funding for LCTS is therefore not identifiable within the settlement figures, although the overall package continues to be reduced.

The LCTS scheme needs to be designed to ensure, as far as possible, stability and sustainability in the Council's finances. LCTS is not a benefit and it is treated as a discount within the Council Tax calculations. This means that the Council's taxbase will reduce (as will the taxbase for all other preceptors) but the funding from the Government will cover a large proportion of the lost Council Tax income.

Exceptional Hardship Fund:

For the last four years there has been a small hardship fund to assist households which have been experiencing exceptional hardship. It is anticipated that the current year's budget for this fund will be adequate. The County, Fire and Police are all contributing towards this fund and they have agreed that they will continue with those contributions for 2018/19.

Legal and Governance Implications:

There is a legal requirement to make a LCTS scheme under the Local Government Finance Act 2012.

Safer, Cleaner and Greener Implications:

There are no specific implications.

Consultation Undertaken:

Consultation has been undertaken with ECC, the Police and Fire authorities and the public. The results are detailed in this report.

Background Papers:

Council report 1 December 2016

Cabinet report 11 July 2017

Risk Management:

There are a number of financial risks associated with the LCTS scheme. Monitoring against the taxbase and collection is continuing but no major problems have been identified to date. As in previous years, LCTS expenditure has shown an underspend with regard to anticipated expenditure which has been due to the caseload continuing to reduce. Council tax collection rates remain stable.

The Government grant in 2018/19 is not clearly identifiable and there is a possibility that demand and eligibility for financial support under the LCTS scheme for 2018/19 may be greater than in 2017/18, particularly if economic conditions worsen. The cost of additional discounts would be borne in proportion by the major precepting authorities (ECC, Police, Fire, EFDC). Conversely if demand falls (e.g. if economic conditions improve), the additional saving would be realised by the same authorities.

Any increase in the Council Tax by County, Police, Fire, District or parishes, will result in the cost of the LCTS scheme increasing

Equality Analysis:

The Equality Act 2010 requires that the Public Sector Equality Duty is actively applied in decision-making. This means that the equality information provided to accompany this report is essential reading for all members involved in the consideration of this report. The equality information is provided at Appendix 3 to the report.

Equality Impact Assessment

1. Under s.149 of the Equality Act 2010, when making decisions, Epping District Council must have regard to the Public Sector Equality Duty, ie have due regard to:
 - eliminating unlawful discrimination, harassment and victimisation, and other conduct prohibited by the Act,
 - advancing equality of opportunity between people who share a protected characteristic and those who do not,
 - fostering good relations between people who share a protected characteristic and those who do not, including tackling prejudice and promoting understanding.
2. The characteristics protected by the Equality Act are:
 - age
 - disability
 - gender
 - gender reassignment
 - marriage/civil partnership
 - pregnancy/maternity
 - race
 - religion/belief
 - sexual orientation.
3. In addition to the above protected characteristics you should consider the cross-cutting elements of the proposed policy, namely the social, economic and environmental impact (including rurality) as part of this assessment. These cross-cutting elements are not a characteristic protected by law but are regarded as good practice to include.
4. The Equality Impact Assessment (EqIA) document should be used as a tool to test and analyse the nature and impact of either what we do or are planning to do in the future. It can be used flexibly for reviewing existing arrangements but in particular should enable identification where further consultation, engagement and data is required.
5. Use the questions in this document to record your findings. This should include the nature and extent of the impact on those likely to be affected by the proposed policy or change.
6. Where this EqIA relates to a continuing project, it must be reviewed and updated at each stage of the decision.
7. All **Cabinet, Council, and Portfolio Holder reports must be accompanied by an EqIA**. An EqIA should also be completed/reviewed at key stages of projects.
8. To assist you in completing this report, please ensure you read the guidance notes in the Equality Analysis Toolkit and refer to the following Factsheets:
 - Factsheet 1: Equality Profile of the Epping Forest District
 - Factsheet 2: Sources of information about equality protected characteristics
 - Factsheet 3: Glossary of equality related terms
 - Factsheet 4: Common misunderstandings about the Equality Duty
 - Factsheet 5: Frequently asked questions
 - Factsheet 6: Reporting equality analysis to a committee or other decision making body

Section 1: Identifying details

Your function, service area and team: Resources, Benefits

If you are submitting this EqIA on behalf of another function, service area or team, specify the originating function, service area or team: N/A

Title of policy or decision: Local Council Tax Support

Officer completing the EqIA: Tel: 01992 564215 Email: jtwinn@eppingforestdc.gov.uk

Date of completing the assessment: 1/11/17

Section 2: Policy to be analysed

2.1	<p>Is this a new policy (or decision) or a change to an existing policy, practice or project? Change to existing policy</p>
2.2	<p>Describe the main aims, objectives and purpose of the policy (or decision): The criteria for claiming Local Council Tax Support</p> <p>What outcome(s) are you hoping to achieve (ie decommissioning or commissioning a service)? To incorporate changes into the existing scheme</p>
2.3	<p>Does or will the policy or decision affect:</p> <ul style="list-style-type: none">• service users• employees• the wider community or groups of people, particularly where there are areas of known inequalities? <p>All</p> <p>Will the policy or decision influence how organisations operate? No</p>
2.4	<p>Will the policy or decision involve substantial changes in resources? No</p>
2.5	<p>Is this policy or decision associated with any of the Council's other policies and how, if applicable, does the proposed policy support corporate outcomes? Council Tax collection. The changes will help maintain collection levels at a level that is financially beneficial to all preceptors.</p>

Section 3: Evidence/data about the user population and consultation¹

As a minimum you must consider what is known about the population likely to be affected which will support your understanding of the impact of the policy, eg service uptake/usage, customer satisfaction surveys, staffing data, performance data, research information (national, regional and local data sources).

3.1	What does the information tell you about those groups identified? All Council Tax payers and Local Government employees could be affected.
3.2	Have you consulted or involved those groups that are likely to be affected by the policy or decision you want to implement? If so, what were their views and how have their views influenced your decision? Full public consultation was undertaken and the responses are detailed in the report to Cabinet 7/12/17. However, although there were only a few responses, the majority were in favour of the changes. Consultation with the major preceptors was also undertaken.
3.3	If you have not consulted or engaged with communities that are likely to be affected by the policy or decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary N/A:

Section 4: Impact of policy or decision

Use this section to assess any potential impact on equality groups based on what you now know.

Description of impact	Nature of impact Positive, neutral, adverse (explain why)	Extent of impact Low, medium, high (use L, M or H)
Age	Neutral. The policy only affects people of working age but people of pension age could be affected if Council Tax is increased to pay for the cost of the scheme. The proposed changes will not have much impact on any particular age group	Low
Disability	Neutral. The policy only affects people of working age but disabled people of pension age could be affected as well if Council Tax is increased to pay for the cost of the scheme. The proposed changes will not have much impact on people affected by disability	Low
Gender	None identified	None identified
Gender reassignment	None identified	None identified
Marriage/civil partnership	None identified	None identified
Pregnancy/maternity	None identified	None identified
Race	None identified	None identified
Religion/belief	None identified	None identified
Sexual orientation	None identified	None identified

Section 5: Conclusion

		Tick Yes/No as appropriate	
5.1	Does the EqlA in Section 4 indicate that the policy or decision would have a medium or high adverse impact on one or more equality groups?	No <input checked="" type="checkbox"/>	
		Yes <input type="checkbox"/>	If ' YES ', use the action plan at Section 6 to describe the adverse impacts and what mitigating actions you could put in place.

Section 6: Action plan to address and monitor adverse impacts

What are the potential adverse impacts?	What are the mitigating actions?	Date they will be achieved.

Section 7: Sign off

**I confirm that this initial analysis has been completed appropriately.
(A typed signature is sufficient.)**

Signature of Head of Service: Bob Palmer

Date: 6/11/2017

Signature of person completing the EqIA: Janet Twinn

Date: 1/11/2017

Advice

Keep your director informed of all equality & diversity issues. We recommend that you forward a copy of every EqIA you undertake to the director responsible for the service area. Retain a copy of this EqIA for your records. If this EqIA relates to a continuing project, ensure this document is kept under review and updated, eg after a consultation has been undertaken.

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Epping Forest District Council

Local Council Tax Support Scheme 2018/19 Consultation Questionnaire

Background to the consultation

What is this consultation about?

Each year the Council has to decide whether to change the Local Council Tax Support scheme for working age applicants in its area. This year, in addition to looking at how the scheme is funded, the Council is deciding whether changes should be made to reduce the number of different Council Tax bills that people get when they receive Universal Credit, whether Bereavement Support Payments should be disregarded, and a minor change to the way that we treat DWP decisions.

What is Local Council Tax Support?

Local Council Tax Support is a discount for Council Tax. The level of discount is based on the income of the household. Currently the maximum discount is 75% of Council Tax for working age households and up to 100% for pensioners.

Why is a change to the Local Council Tax Support scheme being considered?

Until April 2013 there was a national scheme called Council Tax Benefit. The Government made local Councils responsible for replacement schemes from 1 April 2013. The Council is keen to keep Local Council Tax Support aligned with Housing Benefit to assist with administering the scheme. This means that, as Housing Benefit changes, similar changes need to be made to the Local Council Tax Support scheme. Universal Credit is a new benefit that is being introduced but the entitlement can change on a monthly basis, which in turn will produce a council Tax bill every month. The proposed change will reduce the number of different bills sent to one person and to make budgeting easier for them.

Who will this affect?

Working age households in the District who currently receive, or will apply for Local Council Tax Support.
Pension age households will **not** be affected as Central Government prescribes the scheme for them.

Are there any alternatives for the existing funding of the Local Council Tax Support scheme?

Local Councils receive a grant from the Government but the grant is reducing each year and it does not fully cover the cost of the scheme. The difference is made up by allowing for the shortfall when setting the annual budget. We have thought about other ways to fund the scheme, make the scheme less generous to make savings, or make it more generous in which case additional funding would need to be found from somewhere. These have not been completely rejected and you are asked about them in the Questionnaire.

We have considered:

1. Increasing the Council Tax for all Council Tax payers

Although this would allow us to make the scheme more generous, the decision to increase Council Tax may need to be made by voting

in a local referendum.

2. Reducing funding to other Council services

Making the current Local Council Tax Support scheme more generous will mean less money available to deliver other Council services.

3. Using the Council's savings to make the Local Council Tax Support scheme more generous

Using savings would be a short-term option. Once used they will no longer be available to support and invest in other Council services.

Questionnaire

Have Your Say on the Local Council Tax Support Scheme

Q1.
I have read the background information **(above)** about the Local Council Tax Support Scheme:

Yes No

This question must be answered before you can continue.

Q2.
Do you currently receive Local Council Tax Support?

Yes No Don't know

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Options to change the current Local Council Tax Support scheme

As explained in the background information, the Council is primarily consulting on the following proposals to change the existing Local Council Tax Support scheme from 1st April 2018, which would align the scheme with Housing Benefit, assist in its administration and to seek your views on funding the scheme. Your responses are a part of this consultation. Set out below are the proposals being considered.

Option 1 – Fixed Period Assessments

This option will apply only to people receiving Universal Credit where their Universal Credit entitlement is amended due to changes in their Universal Credit income. As Universal Credit is calculated using real time information, a person’s entitlement to Universal Credit often changes each month. This in turn changes a person’s entitlement to Local Council Tax Support each month which then changes the amount that they have to pay for council tax each month. This option will enable the authority to calculate or recalculate a person’s entitlement to Local Council Tax Support every 6 months.

By fixing the assessment period, this will avoid multiple changes, be less confusing, avoid the constant recalculations of Council Tax instalments, allow a person to budget over a six month period and will aid administration.

The benefit of this is:

- It is a clear and simple change to the current scheme;
- It is administratively simple and will potentially make administrative savings;
- It will help people to budget over longer periods; and
- It may benefit some applicants in the short term as changes that may decrease Council Tax Reduction for a person would not be taken into account until the new assessment period.

The drawbacks of doing this are:

- It may disadvantage some applicants in the short term as changes that may increase Council Tax Reduction for a person would not be taken into account until the new assessment period.

Q3.

Do you agree with Option 1?

Yes No Don't know

Q4.

If you disagree what alternative would you propose?

Option 2 - Disregarding the new Bereavement Support payments for working age applicants

The Department for Work and Pensions has introduced a new benefit for working age applicants whose partner dies. This is called a Bereavement Support Payment and it replaces Bereavement Payments, Bereavement Allowance and Widowed Parents Allowance. By making the change, the Council will be able to disregard any Bereavement Support Payments in the calculation of Local Council Tax Support. The payments are currently disregarded in other benefits such as Housing Benefit.

The benefit of this is:

- It brings the working age Local Council Tax Support scheme in line with Housing Benefit changes made by Central Government; and
- The change will be fairer to applicants who have recently lost a partner

The drawback of this is:

- None

Q5.

Do you agree with Option 2?

Yes No Don't know

Q6.

If you disagree what alternative would you propose?

Option 3 – Disregarding a decision by the DWP regarding entitlement to other benefits, when it is clear that their decision is incorrect

Within the current scheme, it provides that where a person is in receipt of certain qualifying benefits paid by the Department for Work and Pensions, their total income is disregarded for Local Council Tax Support and therefore they receive the maximum entitlement. However, there are occasions where it is clear that the person should not have been entitled to the qualifying benefit and they should not be receiving maximum Local Council Tax Support. These situations normally arise where a person has admitted a change in their circumstances to the Council but not to the DWP. The proposed change will give Council the flexibility when needed to disregard a DWP decision and to ensure that a person receives only the Local Council Tax Support that they would otherwise be entitled to.

The benefit of this is:

- The Council is not bound by incorrect decisions made by a third party
- It is seen as fair
- It reduces the expenditure on the scheme for cases that would not normally be entitled to a higher amount due to an incorrect DWP decision

The drawback of this is:

- None

Q7.

Do you agree with Option 3?

Yes No Don't know

Q8.

If you disagree what alternative would you propose?

Paying for the Scheme

The current funding arrangements for the Local Council Tax Support scheme and the alternatives are set out in the background information. We would like your opinion as to whether we should keep the scheme as it is, make changes to the scheme so that less support is paid and therefore the total bill for Local Council Tax Support is less, or whether the scheme should be more generous, in which case additional funds would need to be found for the extra cost.

Q9.

Should the Council keep the current scheme and funding arrangements for Local Council Tax Support?

Yes No Don't know

Q10.

If no, please use the space below to explain how you would like the Council to consider changing the scheme. This may be either to make the scheme less generous and reduce the Council's bill for Local Council Tax Support, or to make the scheme more generous so that the Council's bill for Local Council Tax Support is increased.

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Q11.

Do you think we should choose any of the following options to fund the scheme or make it more generous rather than continuing with the current scheme and funding arrangements? Please select one answer for each source of funding.

Q11.1.

Increase the level of Council Tax

Yes No Don't know

Q11.2.

Find savings from cutting other Council Services

Yes No Don't know

Q11.3.

Use the Council's savings

Yes No Don't know

Q12.

If the Council were to choose these other options to fund the scheme or to make the scheme more generous, what would be your order of preference? Please rank in order of preference by writing a number from 1 – 3 in the boxes below, where 1 is the option that you would most prefer and 3 is the least.

Increase the level of Council Tax

Reduce funding available for other Council Services

Use the Council's savings

Q13.

Please use the space below if you would like the Council to consider any other funding options (please state).

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Q14.

If you have any further comments to make regarding the Local Council Tax Support scheme that you haven't had opportunity to raise elsewhere, please use the space below.

About You

We ask these questions:

1. To find out if different groups of people in the Council's population have been able to take part in the consultation and identify if any groups have been excluded. This means it is not about you as an individual but to find out if people with similar characteristics have had their say.
2. To find out if different groups of people feel differently about the options and proposals in comparison to each other and all respondents. This means it is not about you as an individual but to find out if people with similar characteristics have answered in the same way or not.

This information is completely confidential and anonymous. Your personal information will not be passed on to anyone and your personal details will not be reported alongside your responses.

Standard Equalities Questions.....

Next steps....

Thank you for completing the questionnaire.

You may submit further evidence, ideas or comments by email to benefits@eppingforestdc.gov.uk. Please quote 'LCTS consultation' in the subject box.

The consultation closes on 12 October 2017.

We will consider the feedback from the consultation and a report will be made to the Cabinet meeting on 7 December 2017. You can view the report nearer the time on our website: www.eppingforestdc.gov.uk

We will listen carefully to what residents tell us and take the responses into consideration when making a final decision on the 2018/19 scheme.

The new scheme will start on **1 April 2018**. The Council will consider the impact of the scheme annually and consult again if it thinks further changes need to be made.

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Epping Forest LCTS Consultation 2018/19

Respondents: 267 displayed, 267 total

Status: Closed

Launched Date: 18/08/2017

Closed Date: 27/10/2017

1. I have read the background information (above) about the Local Council Tax Support Scheme:

	Response Total	Response Percent	Points	Avg
Yes	93	97%	n/a	n/a
No	2	2%	n/a	n/a
Total Respondents		96		
(skipped this question)		171		

2. Do you currently receive Local Council Tax Support?

	Response Total	Response Percent	Points	Avg
Yes	11	12%	n/a	n/a
No	81	86%	n/a	n/a
Don't Know	2	2%	n/a	n/a
Total Respondents		94	100%	
(skipped this question)		173		

3. Do you agree with Option 1?

	Response Total	Response Percent	Points	Avg
Yes	44	59%	n/a	n/a
No	19	26%	n/a	n/a
Don't know	11	15%	n/a	n/a
Total Respondents		74	100%	
(skipped this question)		193		

4. If you disagree what alternative would you propose?

Total Respondents	11
(skipped this question)	256

Comments on Option 1

Leaving this part of the scheme as it is.

Fixing the period will avoid re-calculating each time, as an individual I would want it set so I know where I am financially each month. From the Council perspective it would be similar too rather than constant changes for everyone.

It is not clear within this consultation what the other options for consideration are - so I can't agree with option 1 until I know what the other options are

3 month fixed

As E.S.A benefits have been reduced, and the cost of living increases, people like myself would struggle to survive. More help is required, not less. This would have a detrimental affect on the health of all those who CANNOT work to make ends meet.

When it is recalculated if the person is entitled to an increase of council tax benefit then they shoul receive it backdated

Find a proposal that makes people's life better not worse. Just pretend we are talking about the royal family, everyone should be important

Regular assessments

Go ahead with Fixed Period Assessments but allow for separate support prior to the new assessment period if necessary. Think of it like an Income Tax Claim to Reduce.

Bi, or tri- monthly assessment periods would be fairer and still reduce costs.

Needs to be a fixed monthly amount to allow people to budget more easily and not leave vulnerable people in situations where they are disadvantaged.

5. Do you agree with Option 2?

	Response Total	Response Percent	Points	Avg
Yes	56	85%	n/a	n/a
No	6	9%	n/a	n/a
Don't Know	4	6%	n/a	n/a
Total Respondents		66	100%	
(skipped this question)			201	

6. If you disagree what alternative would you propose?

Total Respondents	1
(skipped this question)	266

Comments on option 2

Again it is not clear how many options I am allowed to agree with - the concept of options would suggest that I have to choose only one. It would appear now that they are separate proposals and not mutually exclusive

7. Do you agree with the option 3?

	Response Total	Response Percent	Points	Avg
Yes	56	77%	n/a	n/a
No	7	10%	n/a	n/a
Don't know	10	14%	n/a	n/a
Total Respondents		73	100%	
(skipped this question)			194	

8. If you disagree what alternative would you propose?

No responses were entered for this question.	
Total Respondents	0
(skipped this question)	267

9. Should the Council keep the current scheme and funding arrangements for Local Council Tax Support?

	Response Total	Response Percent	Points	Avg
Yes	33	65%	n/a	n/a
No	12	24%	n/a	n/a
Don't know	6	12%	n/a	n/a
Total Respondents		51	100%	
(skipped this question)			216	

10. If no, please use the space below to explain how you would like the Council to consider changing the scheme. This may be either to make the scheme less generous and reduce the Council's bill for Local Council Tax Support, or to make the scheme more generous so that the Council's bill for Local Council Tax Support is increased.

Total Respondents	9
(skipped this question)	258

Comments on alternative changes that can be made

Support should be limited to a maximum of 50% and the saving used to keep council tax low for those that pay the full charge!

Could the Council look at reducing the cost of the higher management salaries to help the less fortunate person impacted by the proposed changes? How about identifying savings in other areas of the Council's interventions? What happens to the savings in street lighting which has been implemented for at least 2 years in Epping? Could you that be employed to mitigate impact of the council tax scheme on the most vulnerable members?

The council should use the funds that they have available for this purpose without having to increase the budget by cutting services or increasing council tax. This may mean that the scheme therefore becomes less generous.

Less generous so reduce council tax bill reduced for all

I would like to see the council make the scheme more generous. Help the tenants who need it. Money can easily be saved by, less quaffing at unnecessary private functions which only benefit the Bigwigs, and not the general public.

People that can't work due to disability and of working age should get 100% benefit not 75% as able bodied working age people do.

i consider the Council should contemplate making the scheme more generous, for instance by restoring the deduction rate to 20%.

More generous

There should be 100% Local Council Tax Support. The least well off, particularly those who have to claim in-work benefits, shouldn't have to worry about Council Tax.

11. Do you think we should choose any of the following options to fund the scheme or make it more generous rather than continuing with the current scheme and funding arrangements? Please select one answer for each source of funding.

	Yes	No	Dont Know	Response Total	Points	Avg
Increase the level of Council Tax	40.82% (20)	48.98% (24)	10.2% (5)	49	n/a	n/a
Find savings from cutting other Council services	15.91% (7)	72.73% (32)	11.36% (5)	44	n/a	n/a
Use the council's savings	34.78% (16)	54.35% (25)	10.87% (5)	46	n/a	n/a
Total Respondents				49		
(skipped this question)				218		

12. If the Council were to choose these other options to fund the scheme or to make the scheme more generous, what would be your order of preference? Please rank in order of preference by writing a number from 1 – 3 in the boxes below, where 1 is the option that you would most prefer and 3 is the least.

	Ranking Average	
Increase the level of Council Tax	1.91	
Reduce funding available for other Council services	2.4	
Use the Council's savings	1.7	
Total Respondents		47
(skipped this question)		220

13. Please use the space below if you would like the Council to consider any other funding options (please state).

Total Respondents	8
(skipped this question)	259

Comments on funding options

Increase the Council Tax charge for properties in the highest Council Tax band. Even a small increase would generate more income that could be used for funding the scheme to help the poorest in the district.

Reduction, or freezing of higher management salaries to accommodate the most needy. What happened to the night street lighting savings? Could those not be used against the new council tax scheme? Could other savings be identified within the Council's operation and management? Make more use of the Council's assets to generate cash flow income.

I'm not sure what options could be available if any.

More help should be offered to those of us in need of extra help with travel and isolation problems

Efficiency savings. And looking at what other councils have done to support LCTS. Or keeping the present scheme but expanding the EHP scheme.

Lobby the government for a more generous settlement.

Introduce a Land Value Tax (or Land Value Capture) which would eliminate Council Tax and Businesses Rates and increase revenue going to the council.

A levy on private house builders - there is a lot of new building in the district and the properties are beyond the price reach of a large percentage of the local people.

14. If you have any further comments to make regarding the Local Council Tax Support scheme that you haven't had opportunity to raise elsewhere, please use the space below.

Total Respondents	6
(skipped this question)	261

Other comments

See note 13. I think that the people in the highest Council Tax bands (in theory the most well-off in the district) should have an increase in their Council Tax charge to help fund the benefit scheme to help the poorest.

Debts from non payments should be individually assessed instead of bailiffs knocking on the door and imprisonment threats being made. Even with reduced council tax a lot of us on benefits struggle to pay every month our money that we have to pay towards it....it's either feed our family or go to prison for non payment.

any increase in the budget would have to be met by cutting back on services or an increase in council tax. Just because people may not be receiving benefits does not mean they may not be struggling to make ends meet and every bill that rises makes it harder to do so.

The problem I have with this consultation is that there are no numbers on it. There is no impact assessment. For instance, if the reduction was restored to 20% what would that actually cost? And what would that figure mean in increased council tax? If savings were used what impact would that have? How much does the council have in savings? How much does it need?

EFDC has do nothing to protect the most venerable in our community - the working aged disabled from these cuts. While pensioners are protected from these cuts, working aged disabled people are not. More must be done to protect this people.

The most important thing is to deliver it quickly to those in need.

15. Are you, or someone in your household, getting a Council Tax Reduction at this time?

		Response Total	Response Percent	Points	Avg
Yes		10	21%	n/a	n/a
No		38	79%	n/a	n/a
Don't know		0	0%	n/a	n/a
Total Respondents		48	100%		
			(skipped this question)	219	

16. Are you...?

		Response Total	Response Percent	Points	Avg
Male		20	42%	n/a	n/a
Female		24	50%	n/a	n/a
Prefer not to say		4	8%	n/a	n/a
Total Respondents		48	100%		
			(skipped this question)	219	

17. Age

	Response Total	Response Percent	Points	Avg
18 - 24	0	0%	n/a	n/a
25 - 34	4	8%	n/a	n/a
35 - 44	10	21%	n/a	n/a
45 - 54	13	27%	n/a	n/a
55 - 64	6	12%	n/a	n/a
65 - 74	8	17%	n/a	n/a
75 - 84	1	2%	n/a	n/a
85+	1	2%	n/a	n/a
Prefer not to say	5	10%	n/a	n/a
Total Respondents		48	100%	
(skipped this question)		219		

18. Status:

	Response Total	Response Percent	Points	Avg
Married	22	46%	n/a	n/a
Single	13	27%	n/a	n/a
Widowed	1	2%	n/a	n/a
Prefer not to say	7	15%	n/a	n/a
Other, please state view	5	10%	n/a	n/a
Total Respondents		48	100%	
(skipped this question)		219		

19. Ethnicity:

	Response Total	Response Percent	Points	Avg
White British	41	85%	n/a	n/a
White Irish	1	2%	n/a	n/a
White Other	1	2%	n/a	n/a
Gypsy / Roma	0	0%	n/a	n/a
Traveller of Irish Heritage	0	0%	n/a	n/a
Black or Black British African	0	0%	n/a	n/a
Black or Black British Caribbean	0	0%	n/a	n/a
Mixed White/Black African	0	0%	n/a	n/a
Mixed White/Black Caribbean	0	0%	n/a	n/a
Black Other	0	0%	n/a	n/a
Asian or Asian British Pakistani	0	0%	n/a	n/a
Asian or Asian British Indian	1	2%	n/a	n/a
Asian or Asian British Other	0	0%	n/a	n/a
Mixed White/Asian	0	0%	n/a	n/a
Asian Other	0	0%	n/a	n/a
Chinese	0	0%	n/a	n/a
Mixed Other	0	0%	n/a	n/a

Not Known		0	0%	n/a	n/a
Prefer not to say		3	6%	n/a	n/a
Other, please specify	 view	1	2%	n/a	n/a
Total Respondents		48	100%		
(skipped this question)				219	

20. Do you consider yourself to have a physical impairment?

		Response Total	Response Percent	Points	Avg
Yes		7	15%	n/a	n/a
No		41	85%	n/a	n/a
Total Respondents		48	100%		
(skipped this question)				219	

21. Do you consider yourself to have a sensory impairment?

		Response Total	Response Percent	Points	Avg
Yes		3	6%	n/a	n/a
No		44	94%	n/a	n/a
Total Respondents		47	100%		
(skipped this question)				220	

22. Do you consider yourself to have a learning difficulty or disability?

		Response Total	Response Percent	Points	Avg
Yes		1	2%	n/a	n/a
No		45	98%	n/a	n/a
Total Respondents		46	100%		
(skipped this question)				221	

23. Do you consider yourself to have any mental health needs?

		Response Total	Response Percent	Points	Avg
Yes		6	12%	n/a	n/a
No		42	88%	n/a	n/a
Total Respondents		48	100%		
(skipped this question)				219	

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Report to the Cabinet

Report reference: C-028-2017/18
Date of meeting: 7 December 2017



Portfolio: Housing
Subject: Homelessness Reduction Act 2017 - Grant Funding
Responsible Officer: Roger Wilson (01992 564419)
Democratic Services: Gary Woodhall (01992 564470)

Recommendations:

(1) That in order to assist with meeting the additional duties introduced under the Homelessness Reduction Act 2017, a new Post of (1 FTE) Homelessness Strategy Officer be created on a temporary contract for 2 years and 8 months from April 2018 at cost of around £134,000 (£50,300 per annum) based on Grade 9 of the Council's Pay Structure at mid-point subject to Job Evaluation including on-costs, funded from the total amount of the Government's Homelessness Reduction Act Grant.

Executive Summary:

Due to the additional burdens being placed on authorities under the Homelessness Reduction Act 2017 and the associated Homelessness Code of Guidance (in draft form at the time of writing), the Government has now provided authorities with financial support to help meet with the consequences of the new duties. The Council has been informed that it will be receiving around £134,000 in Government grant over a three year period.

It is recommended that a new Post of (1 FTE) Homelessness Strategy Officer is created on a temporary contract for 2 years and 8 months from April 2018 funded from the total amount of the Homelessness Reduction Act Grant.

The duties of the Post will include:

- Responsibility for undertaking some statutory homelessness reviews subject to the capacity of the previously appointed external company
- Reviews on other homelessness cases as set out in Paragraph 11 of the report
- Dealing with increasing numbers of MPs and Member enquiries on homelessness casework
- Liaising with the Customer Relationship Officer on the legal aspects of Step 1 and Step 2 Complaints and cases referred to the Ombudsman Service around homelessness
- Reviewing the Council's Homelessness Strategy and monitoring its Action Plan
- Training the Council's Homelessness Team on changes in legislation and policy
- Managing contract arrangements with B&B Hotels and other organisations providing temporary accommodation to homeless applicants
- Other duties related to the Post

Reasons for Proposed Decision:

In order that the Cabinet can consider the use of the Government's Homelessness Reduction Act Grant funding which has been provided in order to assist the Council with meeting the new duties under the new Homelessness Reduction Act 2017, and the associated Homelessness Code of Guidance, which will commence from April 2018.

Other Options for Action:

The main alternative options appear to be:

(i) Not to consider the use of the Government's Homelessness Reduction Act Grant funding in order to assist the Council with meeting the new duties, under the new Homelessness Reduction Act 2017 which will commence from April 2018.

(ii) To agree alternative options for the use of the Government's Homelessness Reduction Act Grant funding.

Report:

1. At its meetings on 15 June 2017 (Minute 10 refers) and 12 October 2017 (Minute 54 refers), the Cabinet agreed the use of the Government's new Flexible Homelessness Support Grant.

2. The Cabinet were advised that the Government are working towards commencing the new homelessness provisions under the Homelessness Reduction Act 2017 (the Act) from April 2018, which will include re-writing the associated Homelessness Code of Guidance.

3. Under the Act, and the associated Homelessness Code of Guidance (in draft form at the time of writing) there will be considerable additional duties placed upon authorities nationally to prevent and reduce homelessness.

4. The main proposed additional duties are (in summary) as follows:

- The period that a person can be considered to be threatened with homelessness or it is likely that they will become homeless is extended from 28 days to 56 days
- An applicant is threatened with homelessness at the point the Section 21 Notice (which is the standard notice period provided by private landlords to tenants and is recognised as the single biggest cause of homelessness), has been served as opposed to at the end of the notice period, also preventing councils to advise applicants to remain in occupation beyond expiry
- Placing an emphasis on services preventing homelessness from occurring strengthening the duties on local authorities to provide advice, securing accommodation and other help available (referred to at Paragraph 5 to 8 below)
- Ensuring services meet the needs of groups at particular risk to reflect their complex needs and vulnerabilities
- A duty to carry out an assessment of an applicant's case notifying the applicant of the assessment in writing and the provision of a Personalised Housing Plan in order to provide effective support (referred to at Paragraph 9 below)
- The applicant's right to a Review of their assessment (referred to at Paragraph 11 below)
- The ending of the homelessness duty if the applicant "is unreasonably refusing to co-operate"
- The requirement to secure accommodation (under the new "Relief Duty") for at least 6 months for all applicants who the authority is satisfied are eligible for assistance

5. Due to the additional duties being placed on authorities, the Government has now provided financial support to help meet with the implications of the Act. The Council has been informed that it will be receiving the amounts in grant set out in the table below:

2017/2018	2018/2019	2019/2020	Total Grant
£45,038	£41,255	£47,413	£133,706

Prevention of Homelessness

6. Under the Act, and the associated draft Homelessness Code of Guidance, authorities have a duty to provide or secure the provision of advice and information about homelessness and the prevention of homelessness free of charge. The Council’s Homelessness Prevention Team is an integral part of the Housing Options Service. The team is led by the Assistant Housing Options Manager (Homelessness), assisted by 2 part-time Senior Homelessness Prevention Officers and 7 full-time Homelessness Prevention Officers. Their work has proved highly effective and has brought a huge reduction in the level of homelessness acceptances and led to a high number of people being able to remain in their current homes.

7. This proactive approach by the Council ensures that any unnecessary homeless applications no longer occur. However, despite this “gate keeping” approach, the Council ensures that all its statutory duties are met under the Housing Act 1996 PT VII as amended and will always arrange for a homeless application to be received from a person who requires that safety net.

8. Homelessness Prevention Officers provide a comprehensive service with a range of initiatives at their disposal to assist them with resolving the housing difficulties of clients they are seeking to serve. In 2016/2017 625 applicants formally presented as homeless with 568 (91%) being prevented. This does not take into account hundreds of other approaches being made for general advice and assistance.

9. Although the service generally meets with the requirements of the Act in terms of homelessness prevention from April 2018, all applicants must now be given written notification of the Council bringing its Prevention Duty to an end with applicants having a right to request a review of the decision. Furthermore, the Council is now required to meet with its prevention duties in **all** cases including those who do not have a local connection. In such cases, if homelessness cannot be prevented they would be referred back to their host authority although a written assessment must be undertaken and provided to the applicant and their host authority.

Personalised Housing Plans

10. Under the Act, and the associated draft Homelessness Code of Guidance, from 1 April 2018 the Council will have a duty to carry out an assessment of an applicant’s case. The assessment will be a written document and must be shared with the applicant. Following the assessment a Personalised Housing Plan will be developed to provide a framework for the Council to work together with the applicant to identify the “reasonable steps” tailored to the applicant and the Plan, and it should be realistic for the Council and other appropriate agencies to prevent or relieve the applicant’s homelessness. The Plan will take account of the applicant’s particular needs and make all reasonable efforts to engage their co-operation. Those who fail to co-operate will, after 2 warning notices, be advised that they are no longer owed the full homelessness duty.

The Relief Duty

11. The “relief duty” requires authorities to help people who are homeless to secure accommodation. The duty applies when the Council is satisfied that the applicant is both homeless, eligible for assistance and has local connection. Reasonable steps, in accordance with their Personalised Housing Plan must be taken to help the applicant secure accommodation with a reasonable prospect that it will be available for their occupation for at least 6 months.

Reviews of the Council’s Decision to end the Prevention and Relief Duty

12. Applicants have the right to request a review of their case in certain circumstances. Reviews must be completed within 3 weeks of being requested, or 6 weeks if the applicant has legal representation. Any applicant can seek a review of:

- The steps the applicant is to take in their Personalised Housing Plan
- The steps an applicant is to take in their Personalised Housing Plan following the relief duty
- Bringing the Relief Duty to an end when the Council is satisfied that the case has been resolved in accordance with the legislation
- Giving notice to bring the Prevention Duty to an end when the Council is satisfied that the case has been resolved in accordance with the legislation
- Giving notice in cases of deliberate and unreasonable refusal to co-operate

Statutory Homelessness Reviews

13. At its meeting on 2 February 2017 (Minute 130 refers), on the recommendation of the Finance and Performance Management Cabinet Committee, the Cabinet agreed a CSB Growth Bid of £9,000 per annum from 2017/2018 to fund an external company to undertake Homelessness Reviews. Following the receipt of the Flexible Homelessness Support Grant (separate from the Homelessness Reduction Act funding) the Cabinet subsequently agreed at its meeting on 15 June 2017 (Minute 10 refers) that this, along with a number of other homelessness initiatives be funded from this Grant.

14. The Council has since appointed Housing Reviews Limited to undertake statutory homelessness reviews. During the period July 2016 to October 2016, sixteen reviews have been referred.

15. Prior to Housing Reviews Limited being appointed, between January and July 2017 the Housing Options Manager undertook 30 reviews and the Assistant Director (Housing Operations) undertook 15 Reviews. The Reviews include intentionality, priority need and suitability of accommodation. This has freed up more time for the Housing Options Manager in particular to concentrate on the increasing demands of front-line services.

Appointment of a new Post – Homelessness Strategy Officer

16. It is recommended that a new Post of (1 FTE) Homelessness Strategy Officer is created on a temporary contract for 2 years and 8 months from April 2018 funded from the total amount of the Homelessness Reduction Act Grant. The Director of Resources advises that it is probable that the grant can be carried forward into 2020/2021 particularly bearing in mind it was received relatively late this year.

17. The duties of the Post will include:

- Responsibility for undertaking some statutory homelessness reviews subject to the capacity of the appointed external company (Paragraphs 12 to 14 above refers)
- Reviews on other homelessness cases as set out in Paragraph 11 of the report
- Dealing with increasing numbers of MPs and Member enquiries of homelessness casework
- Liaising with the Customer Relationship Officer on the legal aspects of Step 1 and Step 2 Complaints and cases referred to the Ombudsman Service around homelessness
- Reviewing the Council's Homelessness Strategy and monitoring its Action Plan
- Training the Council's Homelessness Team on changes in legislation and policy
- Managing contract arrangements with B&B Hotels and other organisations providing temporary accommodation to homeless applicants
- Other duties related to the Post.

18. It should be noted that statutory Homelessness Reviews and Reviews of Personalised Housing Plans must be carried out by an officer who has had no involvement in the original decision and who is senior to the officer who took the original decision. Seniority for these purposes means seniority in rank or grade within the Council's organisational structure. As a result the post would, subject to Job Evaluation, need to be at Grade 9 of the Council's Pay Structure as the officer currently signing off homelessness decisions is on Grade 8. The cost of a Post at Grade 9 mid-point including on-costs is £50,300 per annum. The total cost of the post over the recommended period is around £134,000 which represents the total amount of Grant available.

19. The Cabinet is asked to agree the Recommendations.

Resource Implications:

If the Recommendations are agreed the cost of 1FTE additional temporary post of Homelessness Strategy Officer for 2 years and 8 months from April 2018, at around £134,000 (£50,300 per annum based on Grade 9 mid-point including on-costs) subject to Job Evaluation met from the total amount of the Government's Homelessness Reduction Act grant funding of around £134,000.

There appear to be no Resource Implications on other Directorates.

Legal and Governance Implications:

Homelessness Act 1996 as amended by the Housing Act 2002.

Homelessness Reduction Act 2017 and associated draft Homelessness Code of Guidance.

Safer, Cleaner and Greener Implications:

None.

Consultation Undertaken:

None.

Background Papers:

Homelessness Strategy 2015-2018.

Homelessness Reduction Act 2017 draft Homelessness Code of Guidance.

Risk Management:

Continuing to fund the additional Post beyond 2021/2022 should no further Government funding be received.

Equality Analysis:

The Equality Act 2010 requires that the Public Sector Equality Duty is actively applied in decision-making. This means that the equality information provided to accompany this report is essential reading for all members involved in the consideration of this report. The equality information is provided as an appendix to the report.

Equality Impact Assessment

1. Under s.149 of the Equality Act 2010, when making decisions, Epping District Council must have regard to the Public Sector Equality Duty, i.e. have due regard to:
 - eliminating unlawful discrimination, harassment and victimisation, and other conduct prohibited by the Act,
 - advancing equality of opportunity between people who share a protected characteristic and those who do not,
 - fostering good relations between people who share a protected characteristic and those who do not, including tackling prejudice and promoting understanding.
2. The characteristics protected by the Equality Act are:
 - age
 - disability
 - gender
 - gender reassignment
 - marriage/civil partnership
 - pregnancy/maternity
 - race
 - religion/belief
 - sexual orientation.
3. In addition to the above protected characteristics you should consider the cross-cutting elements of the proposed policy, namely the social, economic and environmental impact (including rurality) as part of this assessment. These cross-cutting elements are not a characteristic protected by law but are regarded as good practice to include.
4. The Equality Impact Assessment (EqIA) document should be used as a tool to test and analyse the nature and impact of either what we do or are planning to do in the future. It can be used flexibly for reviewing existing arrangements but in particular should enable identification where further consultation, engagement and data is required.
5. Use the questions in this document to record your findings. This should include the nature and extent of the impact on those likely to be affected by the proposed policy or change.
6. Where this EqIA relates to a continuing project, it must be reviewed and updated at each stage of the decision.
7. All **Cabinet, Council, and Portfolio Holder reports must be accompanied by an EqIA**. An EqIA should also be completed/reviewed at key stages of projects.
8. To assist you in completing this report, please ensure you read the guidance notes in the Equality Analysis Toolkit and refer to the following Factsheets:

- Factsheet 1: Equality Profile of the Epping Forest District
- Factsheet 2: Sources of information about equality protected characteristics
- Factsheet 3: Glossary of equality related terms
- Factsheet 4: Common misunderstandings about the Equality Duty
- Factsheet 5: Frequently asked questions
- Factsheet 6: Reporting equality analysis to a committee or other decision making body

Section 1: Identifying details

Your function, service area and team: Homelessness

If you are submitting this EqlA on behalf of another function, service area or team, specify the originating function, service area or team: N/A

Title of policy or decision: Homelessness Reduction Act 2017 Grant Funding

Officer completing the EqlA: [Tel:01992 564419](tel:01992564419) Email: rwilson@eppingforestdc.gov.uk

Date of completing the assessment: 7 November 2017

Section 2: Policy to be analysed

2.1	Is this a new policy (or decision) or a change to an existing policy, practice or project? No
2.2	<p>Describe the main aims, objectives and purpose of the policy (or decision): The appointment of a new Homelessness strategy Officer in order to assist with the requirements of the new duties under the Homelessness Reduction Act and the associated Homelessness Code of Guidance</p> <p>What outcome(s) are you hoping to achieve (i.e. decommissioning or commissioning a service)? As above</p>
2.3	<p>Does or will the policy or decision affect:</p> <ul style="list-style-type: none"> • service users • employees • the wider community or groups of people, particularly where there are areas of known inequalities? <p>Yes</p> <p>Will the policy or decision influence how organisations operate? Yes</p>
2.4	<p>Will the policy or decision involve substantial changes in resources?</p> <p>Yes</p>
2.5	<p>Is this policy or decision associated with any of the Council's other policies and how, if applicable, does the proposed policy support corporate outcomes?</p> <p>The policy is associated with the Council's Homelessness Strategy and will provide support in meeting with the new legislation</p>

Section 3: Evidence/data about the user population and consultation¹

As a minimum you must consider what is known about the population likely to be affected which will support your understanding of the impact of the policy, e.g. service uptake/usage, customer satisfaction surveys, staffing data, performance data, research information (national, regional and local data sources).

3.1	<p>What does the information tell you about those groups identified?</p> <p>See 3.3 below</p>
3.2	<p>Have you consulted or involved those groups that are likely to be affected by the policy or decision you want to implement? If so, what were their views and how have their views influenced your decision?</p> <p>Other agencies with an interest in homelessness were consulted on the Homelessness Strategy and will be again next year when it is reviewed following the new duties under the Homelessness Reduction Act coming into force in April 2018.</p>
3.3	<p>If you have not consulted or engaged with communities that are likely to be affected by the policy or decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary:</p> <p>A consultation exercise will be undertaken next year as part of the review of the Council's Homelessness Strategy</p>

Section 4: Impact of policy or decision

Use this section to assess any potential impact on equality groups based on what you now know.

Description of impact	Nature of impact Positive, neutral, adverse (explain why)	Extent of impact Low, medium, high (use L, M or H)
Age	Positive as all equality groups who are threatened with homelessness will be assisted further as a result of the appointment of the new Post and the new duties under the Homelessness Reduction Act 2017 and the associated Code of Guidance	L
Disability	As above	L
Gender	As above	L
Gender reassignment	As above	L
Marriage/civil partnership	As above	L
Pregnancy/maternity	As above	L
Race	As above	L
Religion/belief	As above	L
Sexual orientation	As above	L

Section 5: Conclusion

		Tick Yes/No as appropriate	
5.1	Does the EqIA in Section 4 indicate that the policy or decision would have a medium or high adverse impact on one or more equality groups?	No <input checked="" type="checkbox"/>	
		Yes <input type="checkbox"/>	If ' YES ', use the action plan at Section 6 to describe the adverse impacts and what mitigating actions you could put in place.

Section 6: Action plan to address and monitor adverse impacts

What are the potential adverse impacts?	What are the mitigating actions?	Date they will be achieved.
N/A	N/A	N/A

Section 7: Sign off

**I confirm that this initial analysis has been completed appropriately.
(A typed signature is sufficient.)**

Signature of Head of Service: Alan Hall

Date: 8 November 2017

Signature of person completing the EqIA: Roger Wilson

Date: 7 November 2017

Advice

Keep your Director informed of all equality & diversity issues. We recommend that you forward a copy of every EqIA you undertake to the director responsible for the service area. Retain a copy of this EqIA for your records. If this EqIA relates to a continuing project, ensure this document is kept under review and updated, e.g. after a consultation has been undertaken.

Report to the Cabinet

Report reference: C-031-2017/18
Date of meeting: 7 December 2017



**Epping Forest
District Council**

Portfolio: Leisure and Community Services

Subject: Provision of a Crèche and Changing Village Refurbishment at Loughton Leisure Centre

Responsible Officer: Derek Macnab (01992 564050).

Democratic Services: Gary Woodhall (01992 564470).

Decisions Required:

(1) That given the level of ongoing subsidy required for a relatively small number of customers, and the alternative new opportunities being provided by Places for People, that the provision of a crèche at Loughton Leisure Centre is not supported; and

(2) That the Council make provision in the Capital Programme in the sum of £324,000 to fund the refurbishment of the Changing Village at Loughton Leisure Centre.

Executive Summary:

Following concerns from existing crèche users at Loughton Leisure Centre, the Leisure and Community Services Portfolio holder has requested that Places for People Leisure (the Councils leisure contractor) provide a feasibility for the provision of crèche facilities at Loughton Leisure Centre. A cost estimate has been prepared for construction and an evaluation undertaken of the future revenue costs. In addition, as part of the health and fitness extension scheme at the Centre, Places for People are seeking a financial contribution to a major refurbishment of the Changing Village at the Centre. This report seeks Members' consideration of the two schemes.

Reasons for Proposed Decision:

Any proposed provision of new crèche facilities or investment in the Changing Village at Loughton Leisure Centre will have potential capital and revenue implications for the Council outside of the existing agreed budget framework. Cabinet's consideration is therefore required.

Other Options for Action:

With respect to crèche provision, the Cabinet is asked to decide on the only two options available, namely to provide a new purpose built crèche or not. No other available suitable location has been identified either in or close to the centre. If the Cabinet were not minded to support the Changing Village refurbishment, this could lead to a drop-off in participation as customer dissatisfaction increases and the condition of the area is such that it will require work in the medium term inevitably.

Report:

Crèche Provision

1. Members will be aware that the new 20 year Leisure Management Contract commenced in April this year. In the previous contract with SLM and the current contract with Places for People (PfP) there never has been a requirement of the Council's management partner to provide crèche facilities at Loughton Leisure Centre. The previous contractor (SLM) provided a small facility in response to local circumstances and temporary demand.
2. There has never been a purpose-built crèche at the Centre and crèche facilities were provided in the small hall (which is being redeveloped as part of the new build). Although the demand for the crèche has not been high, there are a small number of regular users.
3. PfP have always been clear that when the redevelopment of the centre started the crèche provision would cease.
4. In response to requests by local Members and a number of leisure centre users the Portfolio holder has asked PfP to estimate the cost of adding a crèche to the existing proposed redevelopment of the site.
5. Following an exhaustive examination of the development which attempted to identify areas in which a crèche could be accommodated, it was concluded that the only option would be to provide further extension to the building itself.
6. PfP have produced a budget estimate for a crèche extension which amounts to £325,000. (Attached at App 1). The crèche also requires an operational subsidy estimated at up to £25,000 per annum to cover the required staffing ratios.
7. Whilst other options had been suggested by centre users such as the use of temporary buildings, these were found to be unfeasible both in practical and Health and Safety grounds, in the longer term.
8. PfP understand the disappointment that some leisure centre users feel about the cessation of the crèche, however, they feel that some new initiatives will go some way in mitigating this.
9. They plan to encourage participation for, not only parents of young children but also young children themselves, as part of planned new extensive Under 5 activity sessions to be held during the quieter afternoon periods. This exciting initiative should increase overall participation which, coupled with Places for People's intention to allow parents with particularly young children in carrycots to be allowed, in a controlled manner, into certain exercise classes should compensate for the loss of the traditional crèche arrangements.
10. Members are asked to decide whether the expenditure represents good value for money in terms of the overall subsidy for a relatively small numbers of users amounting to an average of seven per day.

Changing Village Refurbishment

11. In 1999 the Council received a National Lottery Sports Fund Capital Grant of £1.96m towards the construction of the new Loughton Leisure Centre. As a condition of the grant, the Council and its consultant architects were required to comply with Sport England's'

Design Guidance with respect to the swimming pool changing provision at the new Centre. As such, a “Changing Village” was provided, now a standard requirement in all modern public swimming facilities, ensuring a much safer changing environment for children as opposed to the traditional single sex facilities. This is achieved by allowing families to change together.

12. Swimming attendance at Loughton Leisure Centre has been consistently high with one of the most intensive learn to swim programmes in the region. As a result of this intensive use of the Changing Village facilities, (in particular lockers and cubicles), year 7 of their tenure, SLM Leisure Management, the Council’s previous contractor undertook a programme of refurbishment. However, by virtue of the length of the remaining contract period, it would be fair to say that, whilst the locker system and cubicles were replaced, the quality was such that once again refurbishment is required. Places for People, the Council’s new Leisure Partner, are investing in the region of £12m in new and extended facilities over the 20 years of their new contract across all the Council’s leisure facilities. At the time of tender bidders did not include any provision for upgrading the Changing Village at Loughton Leisure Centre, relying on the dilapidations schedule to simply make good existing defaults.

13. However, it is clear that with the continued high use and lack of availability of spares etc. for locker and cubicle maintenance, this has led to increasing levels of user complaints. It is apparent that a longer term solution is now required.

14. Places for People are proposing a substantial upgrade to the Health and Fitness Facilities at the Leisure Centre by extending and reconfiguring the building. They have also developed a scheme. (See App 2) to undertake a major refurbishment of the pool Changing Village which will, not only considerably upgrade the user experience, and in particular assist users with disabilities, but also increased the value of the Council’s Asset. Places for People consider it sensible, a view supported by Leisure Client Officers, to undertake the work in the same time-frame as the Health and Fitness Refurbishment, with contractors on site etc. Whilst accepting that this will have a disruptive effect on pool users (although no closures are planned) the end result will be of considerable benefit. A decision is required by Cabinet, at this point in order, to incorporate the works in the building programme.

Resource Implications:

There would be a capital cost of £325,000 for the provision of a crèche extension and an additional annual revenue subsidy of £25,000 for staffing, would be required.

- (a) The capital cost of the Changing Village refurbishment is £324,000 although no revenue contribution would be sought from the Council.

Legal and Governance Implications:

A decision to support either of the projects will need to be reflected in a variation of the Leisure Management Contract

Safer, Cleaner and Greener Implications:

Any extension will be constructed in accordance with current energy efficiency standards.

Consultation Undertaken:

PfP and officers have met with leisure centre crèche users. The Leisure Management Partnership Board have discussed and supported the Changing Village refurbishment. The Council's Leisure Client Manager has met with representatives of Disabled Swimmers at the Leisure Centre who support amendments to the changing provision.

Background Papers:

PfP budget estimate for the crèche extension and changing room upgrade.

Risk Management:

As the addition of the Crèche has come late in the design process for the main health and fitness suite extension, it presents a risk of delay to the overall programme.

Equality Impact Assessment

1. Under s.149 of the Equality Act 2010, when making decisions, Epping District Council must have regard to the Public Sector Equality Duty, ie have due regard to:
 - eliminating unlawful discrimination, harassment and victimisation, and other conduct prohibited by the Act,
 - advancing equality of opportunity between people who share a protected characteristic and those who do not,
 - fostering good relations between people who share a protected characteristic and those who do not, including tackling prejudice and promoting understanding.
2. The characteristics protected by the Equality Act are:
 - age
 - disability
 - gender
 - gender reassignment
 - marriage/civil partnership
 - pregnancy/maternity
 - race
 - religion/belief
 - sexual orientation.
3. In addition to the above protected characteristics you should consider the cross-cutting elements of the proposed policy, namely the social, economic and environmental impact (including rurality) as part of this assessment. These cross-cutting elements are not a characteristic protected by law but are regarded as good practice to include.
4. The Equality Impact Assessment (EqIA) document should be used as a tool to test and analyse the nature and impact of either what we do or are planning to do in the future. It can be used flexibly for reviewing existing arrangements but in particular should enable identification where further consultation, engagement and data is required.
5. Use the questions in this document to record your findings. This should include the nature and extent of the impact on those likely to be affected by the proposed policy or change.
6. Where this EqIA relates to a continuing project, it must be reviewed and updated at each stage of the decision.
7. All **Cabinet, Council, and Portfolio Holder reports must be accompanied by an EqIA**. An EqIA should also be completed/reviewed at key stages of projects.
8. To assist you in completing this report, please ensure you read the guidance notes in the Equality Analysis Toolkit and refer to the following Factsheets:
 - Factsheet 1: Equality Profile of the Epping Forest District
 - Factsheet 2: Sources of information about equality protected characteristics
 - Factsheet 3: Glossary of equality related terms
 - Factsheet 4: Common misunderstandings about the Equality Duty
 - Factsheet 5: Frequently asked questions
 - Factsheet 6: Reporting equality analysis to a committee or other decision making body

Section 1: Identifying details

Your function, service area and team: Assistant Director (Neighbourhood Services)

If you are submitting this EqlA on behalf of another function, service area or team, specify the originating function, service area or team: No

Title of policy or decision: 1. Provision of a crèche at Loughton Leisure Centre.
2. Provision of new changing village at Loughton Leisure Centre.

Officer completing the EqlA: Tel: 4083 Email: jnolan@eppingforestdc.gov.uk

Date of completing the assessment: 8th November 2017

Section 2: Policy to be analysed

2.1	Is this a new policy (or decision) or a change to an existing policy, practice or project? Yes
2.2	Describe the main aims, objectives and purpose of the policy (or decision): To seek Members view on the provisions outlined above. What outcome(s) are you hoping to achieve (ie decommissioning or commissioning a service)? A decision as to whether or not to instruct our leisure contractor to undertake works
2.3	Does or will the policy or decision affect: <ul style="list-style-type: none">• service users• employees• the wider community or groups of people, particularly where there are areas of known inequalities? All Will the policy or decision influence how organisations operate? Yes
2.4	Will the policy or decision involve substantial changes in resources? Yes
2.5	Is this policy or decision associated with any of the Council's other policies and how, if applicable, does the proposed policy support corporate outcomes? This decision is associated with the Council's Leisure Strategy

Section 3: Evidence/data about the user population and consultation¹

As a minimum you must consider what is known about the population likely to be affected which will support your understanding of the impact of the policy, eg service uptake/usage, customer satisfaction surveys, staffing data, performance data, research information (national, regional and local data sources).

3.1	<p>What does the information tell you about those groups identified?</p> <ol style="list-style-type: none">1. The group affected the most will be young children and their parents.2. All groups will be affected by this provision.
3.2	<p>Have you consulted or involved those groups that are likely to be affected by the policy or decision you want to implement? If so, what were their views and how have their views influenced your decision?</p> <p>Meetings have been held with leisure centre user representatives, local Members and the leisure contractor. It is generally felt by the users and Local Members that the provisions would be positive additions to the centre.</p>
3.3	<p>If you have not consulted or engaged with communities that are likely to be affected by the policy or decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary:</p> <p>N/A</p>

Section 4: Impact of policy or decision

Use this section to assess any potential impact on equality groups based on what you now know.

The following applies if the decision is not to provide a creche

Description of impact	Nature of impact Positive, neutral, adverse (explain why)	Extent of impact Low, medium, high (use L, M or H)
Age	<ol style="list-style-type: none"> 1. Children - Adverse 2. Neutral 	L
Disability	<ol style="list-style-type: none"> 1. Neutral 2. Positive – the new changing village will provide enhanced facilities for people with disabilities. 	Medium
Gender	<ol style="list-style-type: none"> 1. Experience shows that leisure centre creches are used by the mothers of young children (mothers usually being the principal carers in the early years). Cheche facilities provide the opportunity for those women to use the centre facilities. 2. Neutral 	Low
Gender reassignment	<ol style="list-style-type: none"> 1. Neutral 2. Neutral 	
Marriage/civil partnership	<ol style="list-style-type: none"> 1. Neutral 2. Neutral 	
Pregnancy/maternity	<ol style="list-style-type: none"> 1. Neutral 2. Positive – the new changing facilities will provide enhanced facilities for parents with babies. 	Low
Race	<ol style="list-style-type: none"> 1. Neutral 2. Neutral 	
Religion/belief	<ol style="list-style-type: none"> 1. Neutral 2. Neutral 	
Sexual orientation	<ol style="list-style-type: none"> 1. Neutral 2. Neutral 	

Section 5: Conclusion

		Tick Yes/No as appropriate	
5.1	Does the EqlA in Section 4 indicate that the policy or decision would have a medium or high adverse impact on one or more equality groups?	No <input checked="" type="checkbox"/>	
		Yes <input type="checkbox"/>	If ' YES ', use the action plan at Section 6 to describe the adverse impacts and what mitigating actions you could put in place.

Section 6: Action plan to address and monitor adverse impacts

What are the potential adverse impacts?	What are the mitigating actions?	Date they will be achieved.
No crèche provision	It is planned to encourage participation by, not only parents of young children but also young children themselves, as part of planned new extensive Under 5 activity sessions to be held during the quieter afternoon periods. This exciting initiative should increase overall participation which, coupled with Places for People's intention to allow parents with particularly young children in carrycots to be allowed, in a controlled manner, into certain exercise classes should compensate for the loss of the traditional crèche arrangements.	Summer 2018

Section 7: Sign off

**I confirm that this initial analysis has been completed appropriately.
(A typed signature is sufficient.)**

Signature of Head of Service:

Date:

Signature of person completing the EqIA:

Date:

Advice

Keep your director informed of all equality & diversity issues. We recommend that you forward a copy of every EqIA you undertake to the director responsible for the service area. Retain a copy of this EqIA for your records. If this EqIA relates to a continuing project, ensure this document is kept under review and updated, eg after a consultation has been undertaken.

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Report to the Cabinet

Report reference: C-032-2017/18
Date of meeting: 7 December 2017



**Epping Forest
District Council**

Portfolio: Leader of Council
Subject: Corporate Plan 2018-2023
Responsible Officer: David Bailey (01992 564105).
Democratic Services: Gary Woodhall (01992 564470).

Recommendations/Decisions Required:

- (1) That the Council's proposed new Corporate Plan for 2018/19 to 2022/23 be agreed, superseding the Corporate Plan 2015-2020;**
- (2) That the proposed Corporate Specification for 2018/19 be agreed;**
- (3) That the Corporate Plan 2018-2023 and the Corporate Specification for 2018/19 be recommended to the Council for adoption;**
- (4) That the Leader of the Council, in consultation with the Chief Executive, be authorised to agree any further changes to the Corporate Plan and Corporate Specification following its approval by the Council; and**
- (5) That, subject to recommendations (1) and (2) being agreed:**
 - (a) the Overview and Scrutiny Committee and Select Committees be requested to review the key benefits and performance indicator set; and**
 - (b) following consultation with the Overview and Scrutiny Committee and Select Committees, the Finance and Performance Management Cabinet Committee in consultation with the Head of Transformation, be authorised to agree further changes to the key benefits and performance indicator set.**

Executive Summary:

The Corporate Plan 2015-2020 is the authority's current key strategic planning document. This Plan was based around the Council's medium term priorities for that period. The Plan has been reviewed and updated in response to feedback from our customers, local businesses, partners, officers, local councils and Councillors.

This new Corporate Plan will run from 2018/19 to 2022/23 and lays out the journey the Council will take to transform the organisation to be 'Ready for the Future'. This plan seeks to link the key external drivers influencing Council services, with a set of corporate aims and objectives, grouped under three corporate ambitions.

The success of the new Corporate Plan will be assessed through the achievement of a set of benefits, focussed on what the Council achieves for customers. These benefits in turn are

evidenced through a set of performance measures.

A Corporate Specification for each year details how the Corporate Plan is being delivered through operational objectives, with these in turn linked to annual business plans.

Reasons for Proposed Decisions:

The Council has ambitious plans for the future and a clear corporate plan is essential. This new Corporate Plan reviews and builds upon the achievements of the previous plan, and seeks to set out a clear and cohesive view from strategic drivers, through aims and objectives, to benefits which measure real improvements for customers. This plan will enable the Council to focus on what is most important to our stakeholders – what ‘good’ looks like. The plan seeks to lay this out as a set of related performance measures, which collectively indicate how well we are delivering the benefits to customers.

Lastly, the Corporate Plan is divided into annual Corporate Specifications, which year by year detail how we will work to improve our performance.

Other Options for Action:

The Cabinet could decide not to agree the new Corporate Plan 2018-2023 and to maintain the previous Corporate Plan 2015-2020, although the review of this plan showed that it is now out-of-date, has key gaps and lacks clarity around linkages between drivers, objectives, outputs and benefits. This would mean that the potential to make progress was not taken forward and that opportunities for improvement were lost.

In terms of the new Corporate Plan 2018-2023, the Cabinet could ask for specific components of the Corporate Plan 2018-2023 to be further reviewed, amended or removed, or new components to be considered and included.

Report:

Background and Context

1. The Corporate Plan is the Council’s highest level strategic document. It sets the strategic direction of the organisation for the lifetime of the plan, and as such informs all other plans produced by the Council. The Corporate Plan does not cover everything that the organisation does in detail, but it does provide a framework to demonstrate how the work of the Council fits together at a strategic level. It also provides a focus to establish a set of corporate priorities, describing how the organisation will deliver positive change. The Corporate Plan does not contain specific information on the wide range of services that the Council provides, or how it delivers statutory duties or enforces legislation.

2. The Corporate Plan is the cornerstone of the Council’s performance management framework (called its Benefits Management Strategy) and business planning processes. It provides a framework for the development of detailed annual service business plans which provide details of service provision and how the work of these groups directly contributes to the achievement of the Council’s aims and objectives. Each individual member of staff should be able to see how their work contributes to the Corporate Plan through links to their appraisal. 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 Corporate Plan 2015-2020 is the authority’s current key strategic planning

document. This Plan was based around the Council's medium term priorities for that period. Now in its third year, the plan has been reviewed and updated with the input of Officers and Cabinet Members.

4. This new Corporate Plan will run from financial year 2018/19 to 2022/23, and seeks to lay out the journey the Council will take to transform the organisation to be 'Ready for the Future'. This plan links the key external drivers influencing Council services, with a set of corporate aims and objectives, grouped under three corporate ambitions.

5. The Plan aspires to be written in language and presented in a style that can be readily understood by our customers. Further it strives to 'put the customer at the heart of everything we do'. For the purposes of this Plan, 'customers' means people that:

- Live (residents);
- Work or do business;
- Learn (students);
- Visit (tourist economy) and
- Play (leisure activities) in the District.

6. The Corporate Plan document includes many of the sections found in the organisation's previous Corporate Plans, including an overview of the district, our vision, purpose, values, and a set of corporate aims and objectives. The Corporate Plan can also be viewed as a set of three benefits maps. The content of these maps is by necessity more technical than is presented in the public document. The most significant change to the plan is its focus on our customers and the measurement of success as the impact that the delivery of the plan has on them.

7. The corporate ambitions, aims and objectives are central elements of the new Corporate Plan and as such the new Plan has been developed around them in response to our external drivers and our vision, purpose and values. The new plan, including the benefits maps, is a forward looking and comprehensive document.

8. Our vision: A great place where people enjoy living, working, learning and leisure.

9. Our purpose: Working together to serve our community.

10. Our values: Trust, One Team, Performance, Innovation and Customer.

11. Management Board, Leadership Team and Cabinet Members were involved in developing the draft Corporate Plan 2018-2023. The content of this draft – including drivers, objectives and benefits – were the subject of consultation with customers, businesses, partners and staff. The views of Councillors were also sought through the Communities, Governance, Neighbourhoods and Resources Select Committees as well as the Overview and Scrutiny Committee. The views of the Cabinet were gained through a report to the Finance and Performance Management Cabinet Committee. Feedback from local councils was taken through a report to the Local Councils' Liaison Committee (LCLC).

12. These consultations showed that the structure and strategic approach of the new Corporate Plan were welcomed by all stakeholders, alongside an endorsement of the consultation itself. Beyond this, a large amount of detailed commentary on specific drivers, aims, objectives and performance measures was received.

13. It is recommended that subject to the agreement of the Cabinet, the Council's new Corporate Plan for 2018/19 to 2022/23 and the Corporate Specification 2018/19 in Appendix 1, be submitted to Council for adoption. Further, it is recommended that the four

Select Committees – Communities, Governance, Neighbourhoods and Resources – be consulted on the draft benefits maps. Final definitions for the new key benefits and performance indicator set would then be agreed by the Finance and Performance Management Cabinet Committee, in consultation with the Head of Transformation. This further consultation would help ensure that the benefits maps have both the style and the content which the Select Committees would find most useful in undertaking their scrutiny of Council performance. It is anticipated that this work would be completed during the last Select Committee cycle of the 2017/18 municipal year.

14. To minimise expenditure associated with its production, the new Corporate Plan will only be available as an electronic download via the Council's website or for customers to view as a hard copy at the Council's Civic Offices.

Corporate Aims and Objectives

15. External drivers have been identified by Cabinet Members and the Council's Management Board and Leadership Team, for the organisation over 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.

16. Each ambition has a set of corporate aims, which are in turn detailed by one or more corporate objective, developed with the input of Cabinet Members and Officers. This work was undertaken via a series of workshops in March, April and May 2017. Further consultation on the draft Corporate Plan was undertaken over the summer months and feedback invited from:

- Customers;
- Businesses;
- Partners;
- Staff and managers;
- Local Councils via the Local Councils' Liaison Committee (LCLC);
- District Councillors, through Select Committees for Communities, Governance, Neighbourhoods and Resources, as well as the Overview and Scrutiny Committee; and
- Finance and Performance Management Cabinet Committee.

17. The headline summary of the Corporate Plan 2018-2023 – containing corporate ambitions, aims and objectives – is given on a single page in Appendix 1.

Corporate Specification 2018-2019

18. An annual Corporate Specification details how the Corporate Plan will be delivered through a set of operational objectives for that year. The Council has a number of Key Action Plans, so to avoid confusion the yearly action plan for the Corporate Plan will in future be referred to as the Corporate Specification. This name denotes that it specifies the operational objectives for a given year, which in turn are responded to through annual Service business plans.

19. Corporate Specifications will continue to be set annually. Every year during the lifetime of the Corporate Plan, the Corporate Specification will be agreed by the Cabinet, with the scrutiny of the Select Committees, and approved by Council. New operational objectives

will reflect the progress already achieved against the Corporate Plan.

20. Appendix 1 includes the Corporate Specification for 2018/19 written in narrative format. An abridged version can be found within the left-most column of the benefits maps in Appendix 2, under 'Specification 2018-19'. The Corporate Plan aims, objectives and drivers are included in the two right-hand columns, under the heading 'Corporate Plan 2018-2023'.

Benefits Realisation – Completing the Benefits Maps

21. The consultation on the structure and content of the draft Corporate Plan 2018-2023 was undertaken using benefits maps, see Appendix 2. An explanation of these maps is provided in this section of the report. Constructing the benefits maps is a complex and detailed task and significant feedback was received through consultations on the draft maps. Officers are currently working to revise and complete these maps with the intention to consult on the final version through reports to the Overview and Scrutiny Committee and Select Committees. The final benefits maps would then be agreed by the Finance and Performance Management Cabinet Committee in consultation with the Head of Transformation.

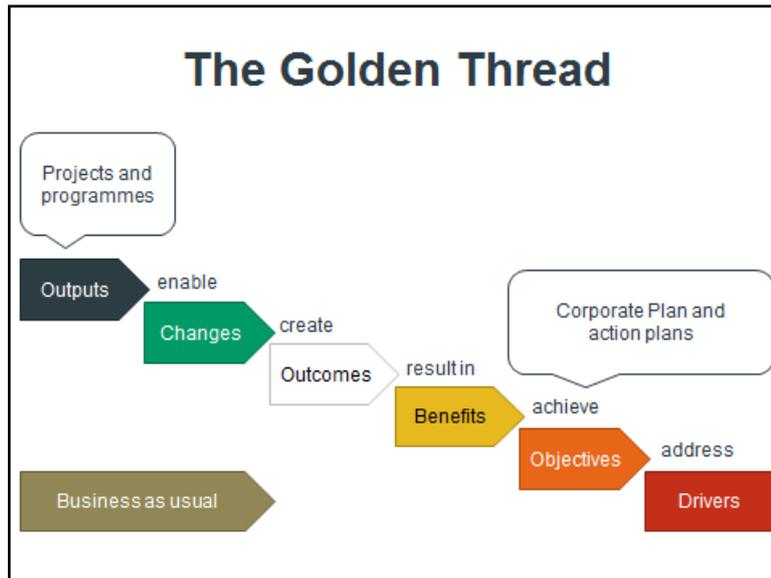
22. All benefits from individual corporate objectives, connect back to four (draft) key benefits, which are:

- B1 - Improved customer value – recognising what customers' value about our services and placing them as the heart of everything we do;
- B2 Increased efficiency – focussing on our speed of delivery and getting things right first time;
- B3 Increased agility – reducing red tape, simplifying how we work through joined up services; and
- B4 Increased savings and income – delivery of resource savings and income generation, to keep Council Tax low.

23. 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. All benefits must be defined in SMART terms – Specific, Measurable, Achievable, Relevant and Time-bound. It is possible that the Corporate Plan will have some negative impacts for some stakeholders as well as improvements. Where a negative effect of a change can be foreseen, then this is known as a dis-benefit.

24. The achievement of the new Corporate Plan will be monitored and assessed through the realisation of the set of interconnected benefits or benefits map, focussed on what the Council achieves for customers. The evidence that these benefits have been realised comes through the combination of a set of performance measures, replacing the current set of Key Performance Indicators (KPIs). As mentioned above, further work will be undertaken to complete this set of measures in consultation with the Select Committees.

25. It is proposed that from 2018-2019 onwards, the delivery of the Corporate Specification will be monitored and reported alongside the information previously contained by the Transformation Programme Highlight Report and the key benefits and performance indicator set. It is envisaged that this will be presented as benefits maps, showing the interconnections between the delivery of projects, through performance measures and benefits to the objectives and drivers from the Corporate Plan. A diagram showing the relationship between these elements is given below.



'The Golden Thread' linking project outputs through benefits to achieve objectives and address drivers.

26. Appendix 2 contains the draft performance measures and benefits, in the middle three columns, headed 'Benefits realisation' (highlighted in purple). These 'benefits maps' show the linkages between the three interrelated parts:

- The Corporate Plan drivers, aims and objectives for 2018-2023 (right-hand side);
- The benefits realisation framework of measures and benefits (centre); and
- The Corporate Specification for 2018-19 (left-hand side).

27. 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.

Conclusions

28. Subject to the agreement of the Cabinet, the Council's new Corporate Plan for 2018/19 to 2022/23, which will supersede the Corporate Plan 2015-2020, will be submitted to Council in December 2017 recommending adoption.

29. The Cabinet is requested to agree the Corporate Plan 2018-2023 and the Corporate Specification 2018/19 and recommend their adoption to the Council.

30. The benefits maps – containing the key benefits and performance indicator set – will be subject to further consultation with the Overview and Scrutiny Committee and Select Committees. It is recommended that the Finance and Performance Management Cabinet Committee, in consultation with the Head of Transformation, be authorised to agree further changes to the set.

31. The Corporate Plan, including the annual Corporate Specification are working documents and are therefore subject to change and development to ensure that the actions remain relevant and appropriate. Consequently, it has been proposed that the Leader of the

Council, in consultation with the Chief Executive, be authorised to agree any further changes to the Plan, following its adoption by the Council.

Resource Implications:

The design and production of the new Corporate Plan have been met from within the existing resources of the Transformation Team. Publication of the new Corporate Plan will be through an electronic format only, available via the Council's website. Resource requirements for actions to achieve specific objectives or benefits within the plan will be identified by the responsible service director and reflected in the respective budget.

Legal and Governance Implications:

There are no legal or governance implications arising from the recommendations of this report. Relevant implications arising from actions to achieve specific objectives or benefits will be identified by the responsible service director.

Safer, Cleaner and Greener Implications:

There are no implications arising from the recommendations of this report in respect of the Council's commitment to the Climate Local Agreement, the corporate Safer, Cleaner and Greener initiative, or any crime and disorder issues with the district. Relevant implications arising from actions to achieve specific objectives or benefits will be identified by the responsible service director.

Consultation Undertaken:

Management Board, Leadership Team and Cabinet Members were involved in developing the draft Corporate Plan 2018-2023. The content of this draft – including drivers, objectives and benefits – were the subject of consultation with customers, businesses, partners and staff. The views of Councillors were also sought through the Communities, Governance, Neighbourhoods and Resources Select Committees as well as the Overview and Scrutiny Committee. The views of the Cabinet were gained through a report to the Finance and Performance Management Cabinet Committee. The views of local councils were gained through a report to the Local Councils' Liaison Committee (LCLC).

Background Papers:

- Corporate Plan 2015-2020 Report to Cabinet (C0-071-2014/15) on 9 March 2015 and Report to Council on 21 April 2015.
- Transformation Programme – Scope and Methodology Report to Cabinet (C-073-2015/16) on 03 March 2016.
- Benefits Management Strategy Report to Transformation Programme Board on 20 July 2016.
- Corporate Plan 2018-2023 Report to the Governance Select Committee on 4 July 2017.
- Corporate Plan 2018-2023 Report to the Resources Select Committee on 13 July 2017.
- Corporate Plan 2018-2023 Report to the Overview and Scrutiny Committee on 18 July 2017.
- Corporate Plan 2018-2023 Report to the Finance and Performance Management Cabinet Committee (FPM-007-2017/18) on 20 July 2017.
- Corporate Plan 2018-2023 Report to the Communities Select Committee on 5 September 2017.
- Draft Corporate Plan 2018-2023 Report to the Local Councils' Liaison Committee on 11 September 2017.
- Corporate Plan 2018-2023 Report to the Neighbourhoods Select Committee on

19 September 2017.

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:

The Equality Act 2010 requires that the Public Sector Equality Duty is actively applied in decision-making. This means that the equality information provided to accompany this report is essential reading for all members involved in the consideration of this report. The equality impact assessment is provided as an Appendix to the report.

Equality Impact Assessment

1. Under s.149 of the Equality Act 2010, when making decisions, Epping District Council must have regard to the Public Sector Equality Duty, ie have due regard to:
 - eliminating unlawful discrimination, harassment and victimisation, and other conduct prohibited by the Act,
 - advancing equality of opportunity between people who share a protected characteristic and those who do not,
 - fostering good relations between people who share a protected characteristic and those who do not, including tackling prejudice and promoting understanding.
2. The characteristics protected by the Equality Act are:
 - age
 - disability
 - gender
 - gender reassignment
 - marriage/civil partnership
 - pregnancy/maternity
 - race
 - religion/belief
 - sexual orientation.
3. In addition to the above protected characteristics you should consider the cross-cutting elements of the proposed policy, namely the social, economic and environmental impact (including rurality) as part of this assessment. These cross-cutting elements are not a characteristic protected by law but are regarded as good practice to include.
4. The Equality Impact Assessment (EqIA) document should be used as a tool to test and analyse the nature and impact of either what we do or are planning to do in the future. It can be used flexibly for reviewing existing arrangements but in particular should enable identification where further consultation, engagement and data is required.
5. Use the questions in this document to record your findings. This should include the nature and extent of the impact on those likely to be affected by the proposed policy or change.
6. Where this EqIA relates to a continuing project, it must be reviewed and updated at each stage of the decision.
7. All **Cabinet, Council, and Portfolio Holder reports must be accompanied by an EqIA**. An EqIA should also be completed/reviewed at key stages of projects.
8. To assist you in completing this report, please ensure you read the guidance notes in the Equality Analysis Toolkit and refer to the following Factsheets:
 - Factsheet 1: Equality Profile of the Epping Forest District
 - Factsheet 2: Sources of information about equality protected characteristics
 - Factsheet 3: Glossary of equality related terms
 - Factsheet 4: Common misunderstandings about the Equality Duty
 - Factsheet 5: Frequently asked questions
 - Factsheet 6: Reporting equality analysis to a committee or other decision making body

Section 1: Identifying details

Your function, service area and team: Transformation, Office of the Chief Executive

If you are submitting this EqIA on behalf of another function, service area or team, specify the originating function, service area or team: Not applicable

Title of policy or decision: Corporate Plan 2018-2023

Officer completing the EqIA: David Bailey, Head of Transformation Tel: 01992 564105
Email: dbailey@eppingforestdc.gov.uk

Date of completing the assessment: Friday 3 November 2017

Section 2: Policy to be analysed

2.1	<p>Is this a new policy (or decision) or a change to an existing policy, practice or project?</p> <p>New Corporate Plan for 2018/19 to 2022/23 which supersedes the Corporate Plan for 2015-2020.</p>
2.2	<p>Describe the main aims, objectives and purpose of the policy (or decision):</p> <p>The Corporate Plan is the Council's premium strategic document, laying out the Council's purpose, aims and objectives for the medium and short-term.</p> <p>What outcome(s) are you hoping to achieve (ie decommissioning or commissioning a service)?</p> <p>Adoption of the Corporate Plan and annual Corporate Specification enables the strategic coordination of all major objectives set by the Council.</p>
2.3	<p>Does or will the policy or decision affect:</p> <ul style="list-style-type: none">• service users• employees• the wider community or groups of people, particularly where there are areas of known inequalities? <p>The Corporate Plan is not in itself a vehicle for decision making. Its approach is to articulate the Council's strategic direction in a coherent document. Where individual objectives or actions from the Plan require key decisions, these are the subject of individual reports, each accompanied by its own Equality Impact Assessment.</p> <p>Will the policy or decision influence how organisations operate?</p> <p>Yes, at the strategic level.</p>
2.4	<p>Will the policy or decision involve substantial changes in resources?</p>

	Decisions on resources to deliver the Corporate Plan are taken through the annual budget approval process.
2.5	<p>Is this policy or decision associated with any of the Council's other policies and how, if applicable, does the proposed policy support corporate outcomes?</p> <p>The Corporate Plan is the Council's premium strategic policy. All other Council policies and decisions support the delivery of the Corporate Plan.</p>

Section 3: Evidence/data about the user population and consultation¹

As a minimum you must consider what is known about the population likely to be affected which will support your understanding of the impact of the policy, eg service uptake/usage, customer satisfaction surveys, staffing data, performance data, research information (national, regional and local data sources).

3.1	<p>What does the information tell you about those groups identified?</p> <p>An overview of key issues impacting the population of Epping Forest district, health and well-being, and demand on services is given in the attached profile of people living in Epping Forest.</p>
3.2	<p>Have you consulted or involved those groups that are likely to be affected by the policy or decision you want to implement? If so, what were their views and how have their views influenced your decision?</p> <p>No.</p>
3.3	<p>If you have not consulted or engaged with communities that are likely to be affected by the policy or decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary:</p> <p>Where decisions are required to change Council policy these will be subject to a key decision report, which will be accompanied by its own Equality Impact Assessment. Any consultation with communities that are likely to be affected by the decision may be undertaken at that time.</p>

Section 4: Impact of policy or decision

Use this section to assess any potential impact on equality groups based on what you now know.

Description of impact	Nature of impact Positive, neutral, adverse (explain why)	Extent of impact Low, medium, high (use L, M or H)
Age	<p><u>Older people</u> An ageing population is increasing demand on local services.</p> <p>Health interventions need to reach high risk groups to reduce the number of preventable health conditions and service demand.</p> <p>Slightly higher rate of hospital admissions due to hip fractures than England.</p> <p>Increasing number of people with dementia. Unpaid carers require support to achieve their role.</p> <p>Ageing population will impact on the availability of health services, housing and care homes.</p> <p><u>Children and young people</u> Average level of Chlamydia testing and percentages testing positive.</p> <p>Low rates of children in care.</p> <p>Average level of eligibility for free early education entitlement (two year olds) but lowest take up rate in Essex.</p>	L
Disability	No data available	-
Gender	Epping Forest district population: 64,219 – 51.5% female 60,440 – 48.5% male	L
Gender reassignment	No data available	-
Marriage/civil partnership	Living arrangements: Of 100,762 persons- 60,592 living as a couple 49,472 married or in a registered same-sex civic partnership	L

Pregnancy/maternity	Low rate of teenage pregnancy (which is linked to a range of poor outcomes in later life).	L
Race	Population of the district: 89.2% White 3.3% Asian 1.8% Black 5.7% Others, including Mixed	L
Religion/belief	Population of the district: 61.8% Christian 3.2% Jewish 0.3% Buddhist 1.9% Muslim 0.3% Other religion 22.5% No religion 1.4% Hindu 1% Sikh 7.6% Do not wish to disclose	L
Sexual orientation	The Government Equality Office estimates there are 1.5 million LGBT (Lesbian, Gay, Bisexual and Transgender) people in the UK.	L
Poverty	Few deprived areas with poor health and unemployment. Pockets of child poverty.	L
Crime and safety	Average rate of crime and residents feeling safe. Low population density.	L
Recycling	Higher than average waste recycling levels.	L
Healthy lifestyles	Although lower than average, reducing smoking, drinking and obesity, plus increasing physical activity, are all areas for improvement. Hospital admissions due to alcohol related conditions are better than England average. Fall in number of adults in substance misuse treatment.	L
Physical and mental health	Increase rate of diabetes although it is below average. Rate of those killed / seriously injured on	L

	<p>the roads is significantly above average.</p> <p>Good well-being amongst pupils and adults and a lower than average percentage with mental health problems.</p>	
Housing	<p>High proportion of owner occupiers, with low proportion of social housing.</p> <p>Highest rise in house prices in Essex.</p> <p>Relatively high proportions on housing waiting list but lower than average in temporary accommodation.</p> <p>Third lowest rate of homeless households in Essex.</p>	L
Education	<p>The proportions who are ready for school and who achieve a good level of development at age 5 are close to the Essex average but there is a gap for those eligible for free school meals.</p> <p>Close to average proportion achieve five or more GCSEs at grades A*-C.</p> <p>Lower than average proportion attend a good or outstanding school.</p> <p>More pupils than average aspire to go to university.</p>	L
Employment	<p>Lower proportion of adults with no qualifications.</p> <p>Slightly lower than average adult unemployment and average proportion of young people Not in Education Employment of Training (NEET).</p> <p>Higher than average number of economically inactive adults.</p> <p>Lower than average ratio of jobs per population but increasing number of jobs.</p> <p>Most businesses have 9 or fewer employees.</p>	L
Transport	<p>Fourth longest average travel time by public transport or walking to reach key services in Essex.</p>	L

	<p>Below average percentage of residents who are satisfied with roads, local bus services and local transport information.</p> <p>Access to a car is essential for people out of work and not able to use public transport or walk to an employment centre. 16% may miss out on work opportunities unless they have access to a car.</p>	
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Section 5: Conclusion			
		Tick Yes/No as appropriate	
5.1	Does the EqlA in Section 4 indicate that the policy or decision would have a medium or high adverse impact on one or more equality groups?	No <input checked="" type="checkbox"/>	The adoption of the Corporate Plan itself does not make any decisions, save for the indication of strategic direction. Any decisions on policy changes indicated by the Corporate Plan would be subject to a key decision report as appropriate and contain an individual Equality Impact Assessment.
		Yes <input type="checkbox"/>	If 'YES', use the action plan at Section 6 to describe the adverse impacts and what mitigating actions you could put in place.

Section 6: Action plan to address and monitor adverse impacts		
What are the potential adverse impacts?	What are the mitigating actions?	Date they will be achieved.
This report is for the coordination of strategic direction. There are no policy decisions contained in this report.	Any key decision regarding a policy change would require its own report and be accompanied by a detailed Equality Impact Assessment as appropriate.	As and when any key decision is brought forward.

Section 7: Sign off

**I confirm that this initial analysis has been completed appropriately.
(A typed signature is sufficient.)**

Signature of Head of Service: David Bailey

Date: 3 November 2017

Signature of person completing the EqIA: David Bailey

Date: 3 November 2017

Advice

Keep your director informed of all equality & diversity issues. We recommend that you forward a copy of every EqIA you undertake to the director responsible for the service area. Retain a copy of this EqIA for your records. If this EqIA relates to a continuing project, ensure this document is kept under review and updated, eg after a consultation has been undertaken.

Ready for the future

Our Corporate Plan 2018-2023

Page 107

IPPING FOREST DISTRICT COUNCIL

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 Epping Forest
District Council

No skateboarding
No cycling
No ball games

Ready for the future

Introduction

Our Corporate Plan sets out how we will work to achieve a prosperous district with a high quality of life for everyone. It's the cornerstone of our transformational plans to build an even more confident, capable Council.

Our mission is to work together to serve our community. Our customers are at the heart of everything we do and we will focus on the things that matter the most to local people.

Measuring our progress

To make sure we deliver on what we have set out to achieve, our performance will be monitored and reported on a quarterly basis to our Management Board, Scrutiny Committees and Cabinet. The purpose of our scrutiny committees is to help ensure our work is delivered effectively, efficiently and in the best interest of our community. You can find out more about how your Council works by going to the *Your Council* pages on our website.



Glen Chipp
Chief Executive



Cllr Chris Whitbread
Leader of the Council

Your feedback

You can give your feedback on our activities and plans by speaking to your local Councillor. Visit our website and select *Your council* and enter your postcode to find your local Councillors' contact details. You can also send your comments or questions by email to consultation@eppingforestdc.gov.uk. Please include your names, organisation if applicable and contact details with your email.

A great place where people enjoy...

...living

The first three phases of our ambitious Council house building programme are well on the way to completion. Families from our Housing Register have started moving into the 35 new properties at Wood Villas and Roundhills in Waltham Abbey.



Work is also progressing on 51 new homes in Burton Road, Loughton, and further phases are planned.

...working – and shopping!

Epping Forest Retail Park in Loughton opened in the winter of 2017, with space for over a dozen retail units and 360 car park spaces. Near

eppingforestdc.gov.uk

junction 5 of the M11 and close to Debden tube station, the development is part of our multi-million pound investment in our community.



The park is expected to create 200 jobs and raise £2.5 million each year to fund services, enabling us to keep our Council Tax low.

...learning

We have refurbished and extended the district museum at Waltham Abbey, following the award of £1.65 million of Heritage Lottery funding.



The award of further funding from Arts Council England will enable our museum and our

partners in Broxbourne and Chelmsford, to engage more people in our rich heritage and culture.

...and leisure

Local school children, councillors and business members gathered to mark the start of construction for Waltham Abbey's brand new state of the art leisure centre.



Places for People are our operating partner for the new facility, having been awarded a 20-year contract to design, build, operate and maintain the centre. The £9.5 million centre features an 80 station fitness suite, two pools, exercise studios, a community room and café.

There are also plans to have sixty independent living apartments on the site, offering an alternative to residential care, as well as a new doctor's surgery.

Watch the video

Check out our Future Proof video at our [eppingforestdc](https://www.eppingforestdc.gov.uk) YouTube page.



Our district

In 2016/17
57%
of household
waste was
recycled

56,000
households

Tourism
raises
£12m a year
for the local economy

13%
of children in
low income
families

Epping Forest district is a mixture of rural and urban areas and stretches northward from its boundary with Greater London right into the heart of rural Essex.

15,600
residents are
happy with the
condition of
local roads

The number of over
65 year olds with
dementia is
expected to raise
56%
by 2030

25,300
residents
over 65
year olds
20% increase
expected by 2025

771
residents
received social
care support in
2014/15

Covering an area of 131 square miles, the key population centres are the commuter towns of Loughton, Chigwell and Buckhurst Hill, as well as the market towns of Epping, Waltham Abbey and Ongar.

83%
of pupils attend a
good or
outstanding
school

71%
of pupils want
to go to
university

85%
of residents
say they
feel safe
during the day

4,100
unemployed
people

20%
of adults
smoke,
which is higher than
national average

By 2020
97%
of residents will have
access to
broadband

64%
of adults are
overweight

Population
130,300
52% female
48% male

Developing our plan

Our previous Corporate Plan ran from 2015 to 2020, with a review undertaken in the third year of delivery. We sought views from our residents, local businesses, partners, staff and councillors to ensure our plan remained up-to-date and focussed on our customers.

We have received a lot of helpful feedback and have worked hard to incorporate the views of key stakeholders into our plan for 2018-2023.

Priorities

All organisations in the public sector want to do the best with the resources they have, and the Council is no exception. Doing this means we have to prioritise our work. In assessing the priorities we considered:

- The public's priorities
- How high it is on the political agenda; and
- The number of other priorities it is likely to contribute positively to.

In ascertaining the feasibility of a priority we considered:

- Our powers to act
- The level of resources required to make a difference; and
- The availability of resources.



Our ambitions

The creation of this plan started with identifying the reasons for our work, known as drivers. We grouped these into three interdependent corporate ambitions:

- Stronger Communities
- Stronger Place; and
- Stronger Council

Under each ambition there is a set of aims, which in turn are broken down into objectives.

Annual business plans

In order to deliver the Corporate Plan we split it down into annual parts. A set of business plans operate below this level, which help Councillors and officers complete our work.

The next page contains the summary of the Corporate Plan for the next five years, followed by the annual objectives for the first year of delivery – 2018-2019.

Our Corporate Plan 2018-2023

“Ready for the future”

Our Vision

A great place where people enjoy living, working, learning and leisure.

Our Purpose

Working together to serve our community.

Stronger communities

People live longer, healthier and independent lives

- 1.1 Supporting healthy lifestyles
- 1.2 Promoting independence for older people and people with disabilities

Adults and children are supported in times of need

- 1.3 Safeguarding and supporting people in vulnerable situations

People and communities achieve their full potential

- 1.4 Enabling communities to support themselves
- 1.5 Promoting culture and leisure
- 1.6 Keeping the district safe

Stronger place

Delivering effective core services that people want

- 2.1 Keeping the district clean and green
- 2.2 Improving the district housing offer

A district with planned development

- 2.3 Planning development priorities
- 2.4 Ensuring infrastructure supports growth

An environment where new and existing businesses thrive

- 2.5 Supporting business enterprise and attracting investment
- 2.6 People develop skills to maximise their employment potential
- 2.7 Promoting retail, tourism and the visitor economy

Stronger council

Customer satisfaction

- 3.1 Engaging with the changing needs of our customers

Democratic engagement

- 3.2 Robust local democracy and governance

A culture of innovation

- 3.3 Enhancing skills and flexibility of our workforce
- 3.4 Improving performance through innovation and new technology

Financial independence with low Council Tax

- 3.5 Efficient use of our financial resources, buildings and assets
- 3.6 Working with commercial partners to add value for our customers

Our Values:

Customer

Trust

One Team

Innovation

Performance

Building stronger communities

Safe, happy and healthy communities with people who feel valued and included.

Our residents are at the heart of everything we do. In our ambition for our communities, we need to respond to a number of drivers.

Public funding for health, social and emergency care is limited. Demands on these services are increasing. Our residents expect a high quality of life, including being able to live independent and healthy lives, free from abuse or neglect. Building strong communities, where our residents are proud of the character of the district and feel a strong sense of belonging is essential.

Key partners who share our ambition include the National Health Service and local emergency services, and Essex County Council, who have responsibility for social services. We also work closely with and support a number of community partners from the charity and voluntary sector. Our partner VAEF (Voluntary Action Epping Forest) supports volunteers working in the community, playing a vital role in supporting residents to live independent lives.



Our work to build stronger communities is covered through three aims:

People live longer, healthier and independent lives

Adults and children are supported in times of need

People and communities achieve their full potential

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.

In 2018/2019 we will:

- Ensure all year 6 children at primary schools receive the 'Milife' emotional, mental, health and well-being 'Startwell' programme (5-19 yrs)
- Provide our 'Active Living' initiative for people who are inactive or who have underlying health issues across four areas of the district via 'Bewell', 'Staywell' and 'Workwell' (working age adults)
- Relaunch our Forever Active leisure and health programme, by providing four 'Staywell' events (60 years+)
- Sign-up local take away food businesses to promote healthy choices, in partnership with Essex County Council



1.2 Promoting independence for older people and people with disabilities

Providing additional care facilities as well as future homes which in turn will reduce the demand on social care services and help to support independence.

In 2018/2019 we will:

- Undertake a review of our sheltered housing schemes assessing if there is sufficient or over provision and whether they are fit for purpose



1.3 Safeguarding and supporting people in vulnerable situation

Protecting people in vulnerable situations from abuse and neglect through a well trained workforce and by challenging the barriers that prevent people from accessing the help and support they need.

In 2018/2019 we will:

- Identify and support people with vulnerabilities through multi-agency Neighbourhood Hubs (Health)
- Deliver new and bespoke safeguarding training to our staff across the Council
- Develop our Hoarding Working Group with external colleagues in order to provide support to hoarders to try and effect behaviour change



1.4 Enabling communities to support themselves

Developing partnership working with the voluntary sector to help build community capacity and resilience across the district, enabling communities to support themselves.

In 2018/2019 we will:

- Increase the number of community leaders and volunteers in partnership with Voluntary Action Epping Forest and Town and Parish Councils
- Promote 'Active Citizens' through Town and Parish newsletters
- Provide opportunities for training and skills development for volunteers
- Deliver Dementia Friends training to communities
- Provide grant funding to voluntary organisations to support community resilience and sustainability



1.5 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.

In 2018/2019 we will:

- Enhance our Leisure Facilities throughout the district through our leisure contractor, Places for People
- Establish a 'Culture Without Borders Development Trust' with our partner, Broxbourne Borough Council
- Deliver new cultural activity to engage with our diverse communities, including a Cultural Festival for all
- Expand our cultural and leisure outreach programme for people of all ages and abilities
- Provide a programme of arts, dance and social activities for our older residents



1.6 Keeping the district safe

Working in partnership with Essex Police to prevent crime and ensure our residents feel safe in the community.

In 2018/2019 we will:

- Tackle anti-social behaviour - target repeat and high harm anti-social behaviour to protect individuals and communities from distress and disruption
- Protect children and vulnerable people from harm - deliver awareness campaigns for children and young people to improve understanding of healthy relationships, Gangs and Child Sexual Exploitation (CSE)
- Support vulnerable victims of crime to feel safe through targeted help
- Train and develop front line staff to recognise the signs of domestic abuse and to know how and where to go for help



A stronger place to live and work

We are a district with great potential and ambitious plans. Public health, safety and well-being are amongst our key priorities and we aim to build and design our services around the needs of all our communities.

Working with our partners we have identified challenges and opportunities that have an impact on our local economy. We will work to improve the district's housing offer, support existing businesses and create an environment to attract new investments and opportunities for local people. The economic growth will see an increased number of housing as well as commercial properties in order to deliver services and infrastructure local people need. Rental incomes will help us pay for local services and ensure Council Tax remains as low as possible for our residents.

Keeping the district clean and green

One of our priorities is a protection of the Green Belt and we will do so, by ensuring that we develop the most suitable locations with the minimum possible impact on our unique environment.



Housing and jobs

We will continue to deliver ambitious projects to promote retail, tourism and the visitor economy. Our goal is to maximise employment potential for our residents, including apprenticeship opportunities. We will support business enterprise and attract local investment.

We will also continue to increase the level of affordable housing, ensuring the right infrastructure is provided to support growth. Together we can be proud of our history whilst looking out into the future.

Delivering effective core services that people want

A district with planned development

An environment where new and existing businesses thrive

2.1 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.

In 2018/2019 we will:

- Identify and develop efficiencies and improvements in our street cleaning, waste and recycling services
- Protect our environment by deterring littering and fly-tipping incidents, enforcing action against infringements and working together to ensure the district is safe, welcoming and cohesive



2.2 Improving the district housing offer

Epping Forest will be a district that has homes and neighbourhoods that are safe, decent and attractive and that can accommodate the needs of those who want to live in the district including homeless people.

In 2018/2019 we will:

- Complete 73 residential properties from phases 2 and 3 of the Council Housebuilding Programme
- Supply 6 homelessness pods that will provide an alternative to accommodating single vulnerable homeless people in expensive bed and breakfast accommodation
- Relocate our housing repairs and housing asset teams to Oakwood Hill Depot, reducing our operating costs



2.3 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.

In 2018/2019 we will:

- Deliver approximately 760 new affordable homes that are sustainable and built in the right places, protecting the natural character of the district that we all value so highly
- Meet with relevant stakeholders to establish processes for implementing the Local Plan and for delivering strategically planned growth



2.4 Ensuring infrastructure supports growth

High quality sustainable development supported by appropriate infrastructure provision.

In 2018/2019 we will:

- Open a brand new leisure centre in Waltham Abbey offering a range of high quality sports and physical activities
- Open the extension to Loughton leisure centre
- Consider the long term funding of Epping Sports Centre and Ongar Leisure Centre



2.5 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.

In 2018/2019 we will:

- Commence work on our key redevelopment site, St John's Road, Epping, which will stimulate economic growth, expand the range of services and facilities available and encourage local investment
- Improve levels of digital connectivity and engagement to deliver services through our digital innovation programme and establish a digital innovation zone covering West Essex and Eastern Hertfordshire
- Explore further our Digital Innovation Programme that would build on the successful infrastructure network improvements and further develop the district's potential as a digital innovation zone



2.6 People develop skills to maximise their employment potential

Improving educational achievement, with fewer young people not in education, employment or training. Building opportunities for young people to progress their careers through our apprenticeship scheme – recognising and rewarding excellence.

In 2018/2019 we will:

- Continue with the Council's apprenticeship scheme offering structured work placements to young people from the district and assisting them in finding suitable employment



2.7 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.

In 2018/2019 we will:

- Enhance the physical appearance of the district's towns; provide additional facilities and thus visitor experience through targeted projects. This will also increase the level of local pride amongst residents and increase business confidence amongst local businesses
- Develop and maintain an economy that is strong and resilient and meets local needs and aspirations, in partnership with the local community



Links with other plans

Our values

The Council's values and behaviours underpin our work.

These show how we will behave as we carry out our work. Everyone at the Council has signed up to these values and is expected to adhere to them at all times.

Customer

"We will put the customer at the heart of everything we do, providing services that are tailored to the different needs of our communities".

Trust

"We will be open and honest with each other and our customers. We will treat everyone with respect and take responsibility for our actions".

One team

"We will work together as One Council, supporting each other and our partners to achieve better results for everyone".

Innovation

"We will seek new ways of working to improve and change to meet new challenges".

Performance

"We will take pride in our work and celebrate our achievements. We will learn from our mistakes and always do what we say we will do".

Strengthening our council

We aspire to be an efficient and effective Council, that is financially sustainable for the future.

Our Corporate Plan provides a focus for our business planning, and enables our staff and our partners to coordinate their contributions to our achievements. A stronger Council means being 'ready for the future' and putting customers at the heart of everything we do.

The key drivers informing our direction of travel are:

- Meeting changing customer needs and expectations
- Reductions in central government funding and rising costs; and
- The need to reduce spending whilst ensuring our services are reliable and relevant.

The Council has an ambitious transformation programme to ensure we reach our goals. This will involve continually improving our services and adapting to an ever evolving environment. The programme is made up of four workstreams:

- **Customer Experience:** Developing and enhancing the journey our customers take when accessing their services and interacting with us. A key piece of work for this workstream is the construction of a new customer reception and developing new



systems to improve the ways customers can access their services.

- **Business Culture:** Changing the way we work and do business, and improving our performance. This workstream centres around the establishment of our new People Strategy to develop the skills and agility of our workforce to meet our future demands.
- **Resources, Accommodation and Technology:** Ensuring we are organised. A key piece of work for this workstream is to review the

Council's accommodation needs and to make efficient use of the buildings we own; and to improve the use of technology to be ready for the future.

- **Major Projects:** Large projects that will support well-being and economic development in the district. This workstream includes the construction of new leisure centres in the district and the implementation of our Local Plan.

3.1 Engaging with the changing needs of our customers

As our customers needs develop, we will change our approach to ensure we meet expectations and have services that are fit for customers.

In 2018/2019 we will:

- Implement year two of our Customer Service programme to ensure we have improved, cost effective and faster services for customers. This will involve developments on our new customer reception area – to provide an appropriate access point for support and information, develop the ways that customers can contact the Council and pay for services to meet individual needs
- Engage customers through consultations to ensure we develop and deliver services with customers, not to them. A repeat of our customer satisfaction survey initiated last year will enable us to track our progress



3.2 Robust local democracy and governance

The political landscape is going through changes at a Local, National and International level. Our decision making must be ready for these future developments.

In 2018/2019 we will:

- Promote voter registration to help all residents have a voice in Local and General elections
- Gain approval for a governance review to review the structure of the Council's Cabinet and committees, to increase the efficiency of decision making

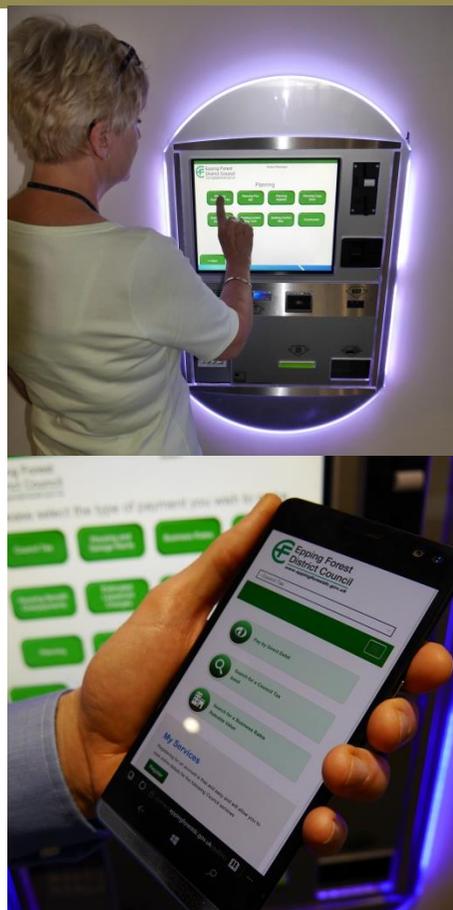


3.3 Enhancing skills and flexibility of our workforce

Our staff play an important role in customer satisfaction and successful delivery of services. We want to make sure that our workforce is developed and invested in to meet the changing needs of customers and to keep pace with technological advancements.

In 2018/2019 we will:

- Implement year two of the People Strategy to upskill and train our staff to improve flexibility and job enrichment, review how our services are structured to meet the evolving needs of our customers
- Implement year one of our Technology Strategy programme (2018-2023) to ensure technology supports the Council to serve our customers



3.4 Improving performance through innovation and new technology

Adapting the ways we work and looking to future opportunities will help us provide high levels of customer service, improve access to services and keep Council Tax low.

In 2018/2019 we will:

- Implement new ways of working to improve the speed, accuracy and success of our services. This will include flexible working, utilising technology and removing barriers to working as one team



3.5 Efficient use of our financial resources, buildings and assets

As central government funding continues to decrease, we need to find alternative ways to ensure our services perform at a high level. The Council seeks to be financially self-sufficient to continue to keep Council Tax low for our residents.

In 2018/2019 we will:

- Implement year two of the Service Accommodation review by relocating services to enable the sale of land and commence work on the civic office refurbishment to reduce our operating costs
- Review the Medium Term Financial Strategy to ensure our financial plans are fit for purpose and robust for the uncertainty of future public spending



3.6 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.

In 2018/2019 we will:

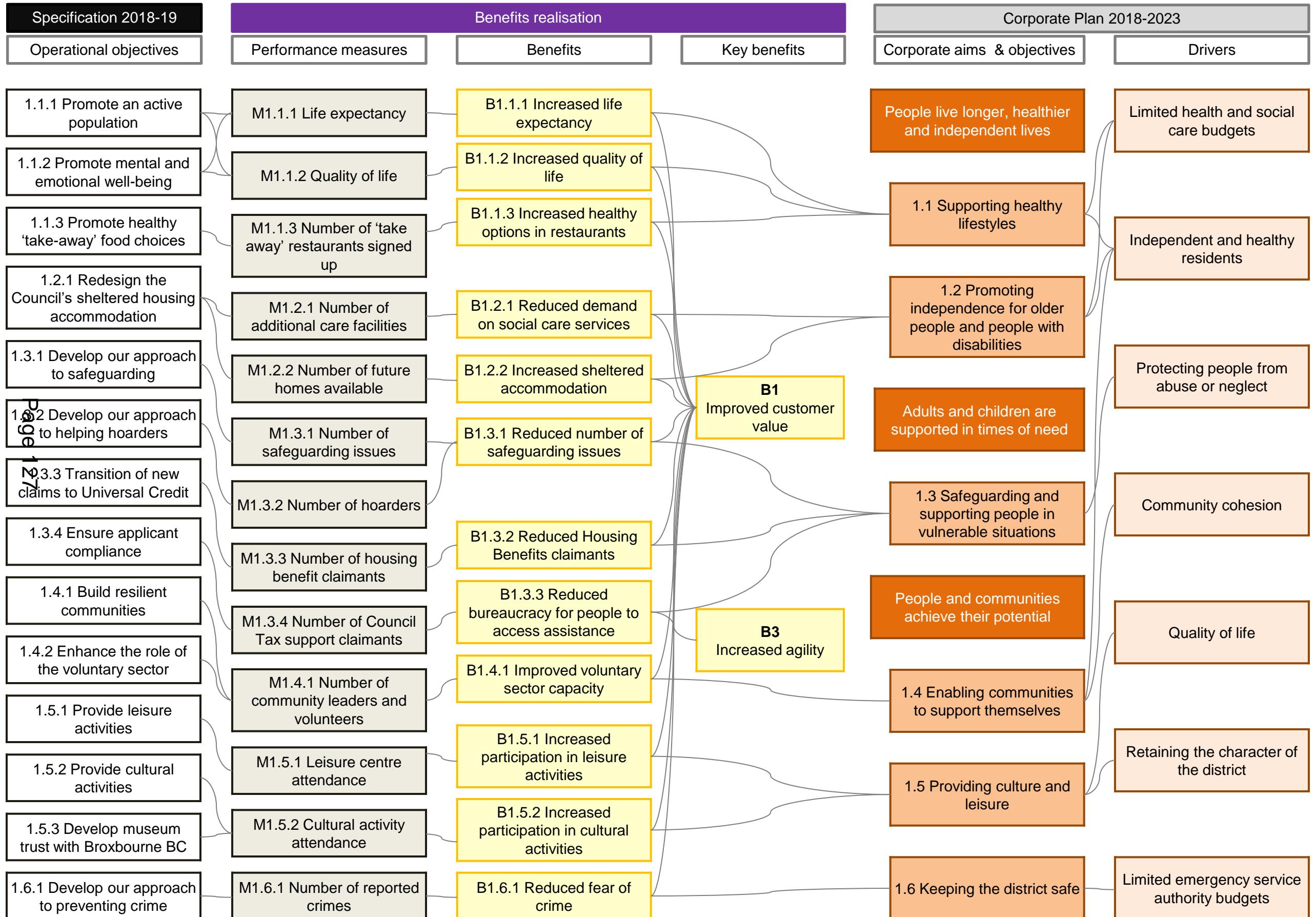
- Receive increased income from commercial contracts
- Develop our partnership working to support meeting the needs of our customers with other organisations such as the NHS and voluntary groups
- Challenge our partners and welcome challenge from our partners to deliver services in the right way for our customers
- Reduce duplication of services across partners and seek out value for money for service delivery

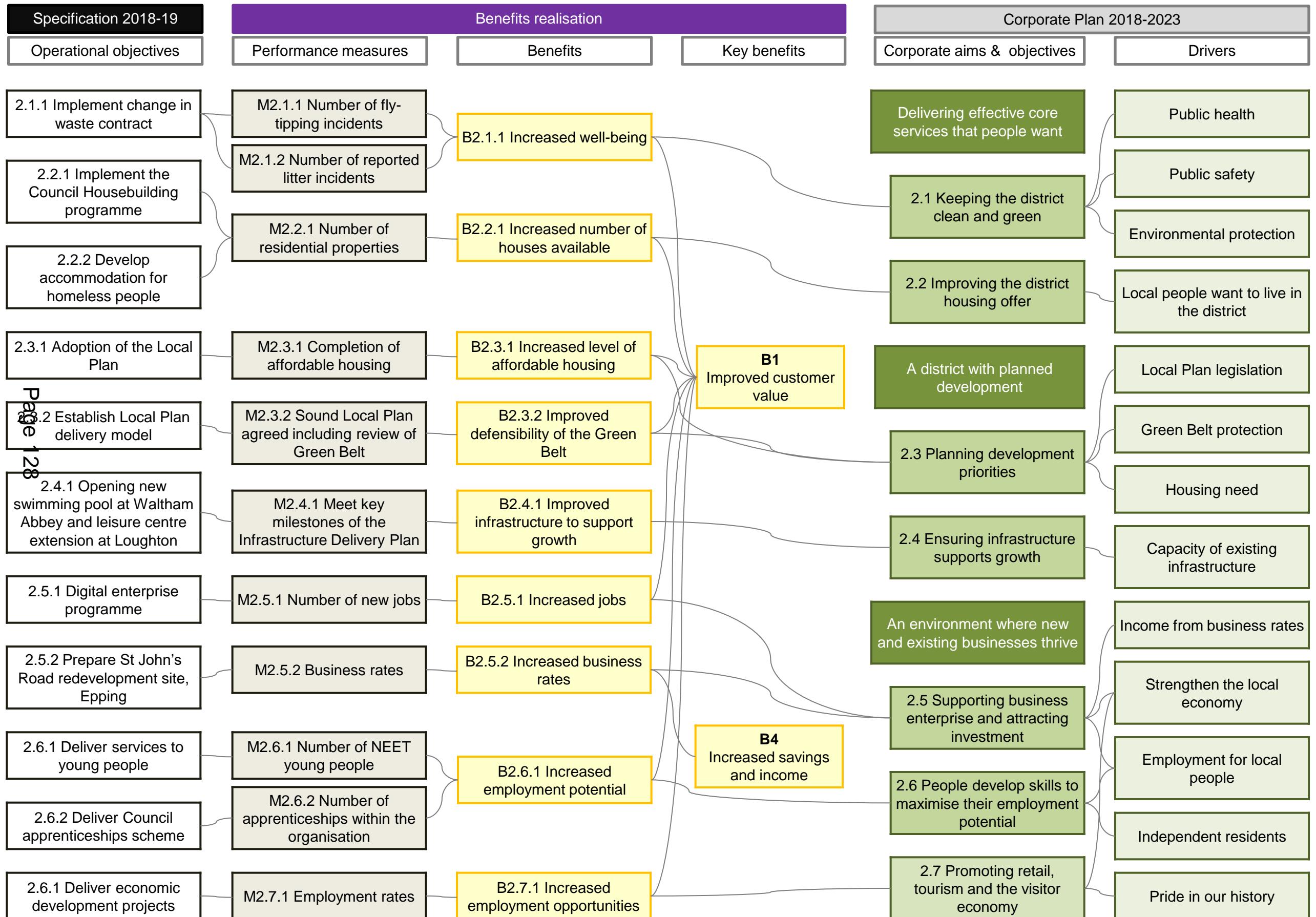


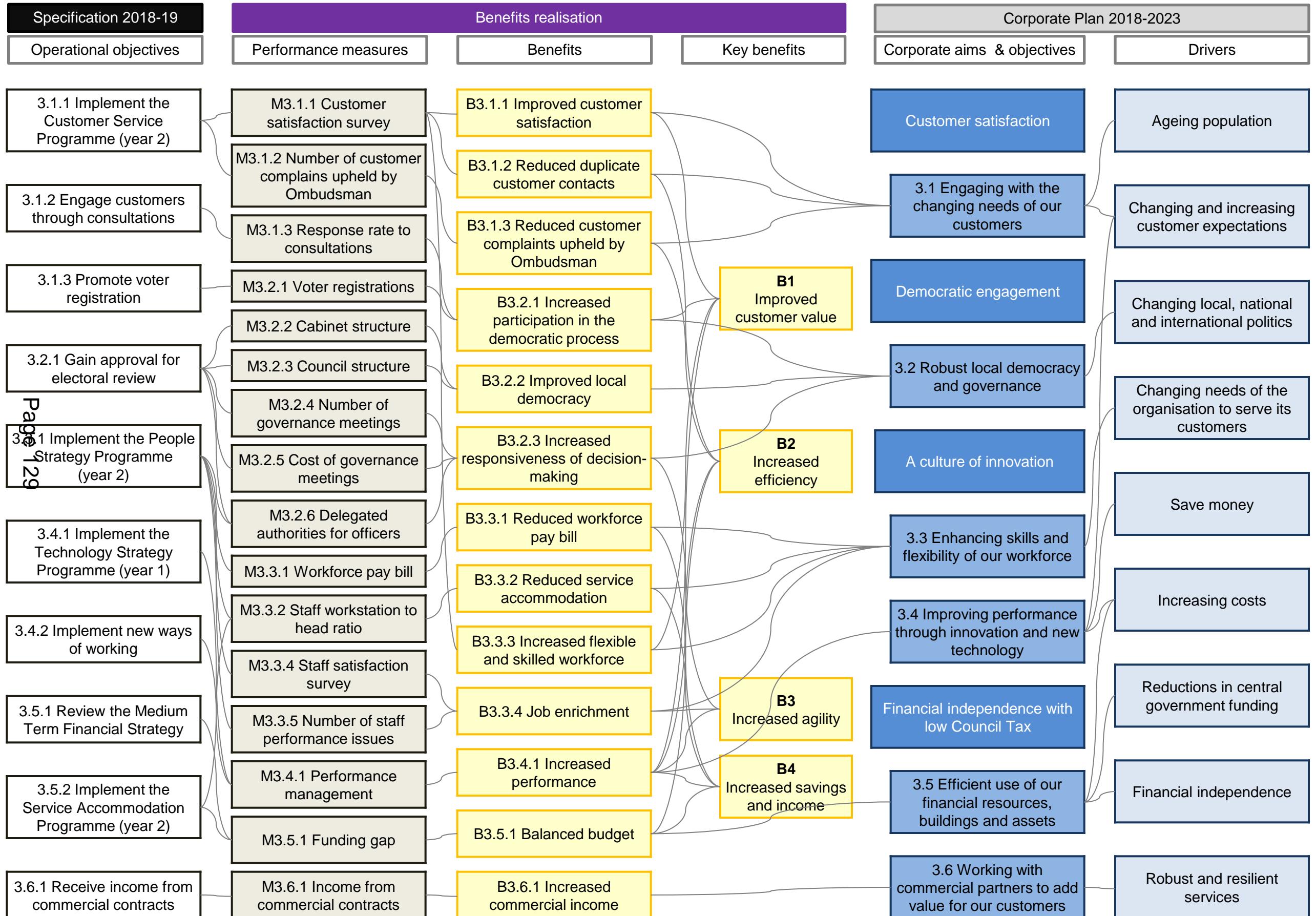
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Report to the Cabinet

Report reference: C-033-2016/17
Date of meeting: 7 December 2017



**Epping Forest
District Council**

Portfolio: Leader of Council
Subject: People Strategy – Common Operating Model Budget Provision
Responsible Officer: Glen Chipp (01992 564758).
Democratic Services: Gary Woodhall (01992 564470).

Recommendations/Decisions Required:

- (1) That a provision of £2 million be included in the Budget for 2018/2019 for redundancy and pension strain costs, additionally support for recruitment activity and outplacement services to facilitate the implementation of the Common Operating Model;
- (2) That Section 10 of the Council's Procurement Rules be waived to enable Aylesbury Vale District Council to be the Council's Nominated Supplier for the provision of advice on the 'recruit to stay' process and necessary assessments;
- (3) That Solace be appointed as the Council's Nominated Supplier for the provision of recruitment advice to the Senior Management Selection Panel;
- (4) That Section 10 of the Council's Procurement Rules be waived to enable Hays to be the Council's Nominated Supplier for the provision of outplacement services;
- (5) That a detailed report setting out proposals for the senior management structure be submitted to Cabinet in March 2018 by the Chief Executive and
- (6) That a Portfolio Holder Advisory Group be established for overseeing the Common Operating Model.

Executive Summary:

Work Streams included in the recently agreed People Strategy include reviews of the Council's current management structures and the overall structure of the workforce – known as the Common Operating Model. Work has started on these projects and the Local Government Association (LGA) has been commissioned to recommend changes in the management structures using a tool called Decision Making Accountability.

In order to implement the new Common Operating Model additional resources will be required and this report sets out recommended budget provisions relating to redundancy and pension strain costs, also costs associated with necessary recruit to stay assessments and appointment activity. There will also be associated costs with supporting employees to equip them with the best chance of finding employment and/or making a transition into retirement.

The redundancy and pension costs range between £1.77 million and £2.75 million which will

achieve a reduction in the salary budget of £2.53 million. This range of numbers indicates that if all the changes were to take place at once the combined payback period would be between 8.4 months and 13.0 months.

Actual costs and payback period will only be possible when the leavers have been identified and their dates of leaving agreed.

Reasons for Proposed Decisions:

To approve the associated funds for the 2018/2019 Council budget for redundancy and pension strain costs, also the recruit to stay programme and outplacement costs to facilitate the implementation of the Council's new Common Operating Model.

Other Options for Action:

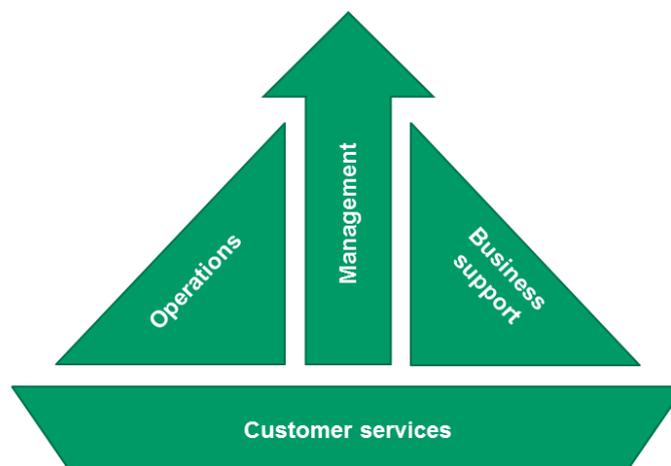
Cabinet could delay the allocation of funds until the detailed model is agreed. This would mean that the allocation of financial resources would be fragmented and inefficient as several reports would be required through the process, potentially causing time delays to fit with the Committee cycle.

Report:

Background and Context - Common Operating Model

1. A Common Operating Model (COM) will describe at an organisation level how the Council is arranged. The purpose of having a 'common' model is to ensure this is done effectively, efficiently and consistently. Currently the Council has a structure chart of senior managers, organised into directorates composed of services. These structures tend to be organised from the perspective of the organisation and not from the viewpoint of our customers. This can mean that customers, staff and partners have to learn how the Council works before they're able to find the part of the Council that they need. Different Council services work in different ways and can be organised differently.
2. The LGA have undertaken interviews across the organisation with 42 managers and staff in order to propose a framework for the Council's new COM, using a tool known as Decision Making Accountability. The tool assesses management accountabilities, spans of control and numbers of levels. Its key aim is to protect front line services and ensure that these are supported by an efficient and accountable management structure. The LGA will identify areas of compression, ineffective decision making arrangements and make recommendations for the Council to consider as part of implementing the COM.
3. The LGA conclude that the Council is a 'Level 4' organisation which means it should not have more than five job layers from the frontline to the Head of Paid Service / Chief Executive (inclusive), with a maximum of four layers of management / supervision. Each layer of management will have clear accountability levels.
4. This review will not propose a design for the Council in terms of how services might be grouped together. This work will be undertaken by a project team under the direction of the Chief Executive following the design of the COM, likely to include the Assistant Director – People Team and the Head of Transformation with input from Leadership Team.
5. As the COM is implemented, a number of managers and staff will leave the organisation, which will present the Council with costs associated with redundancy and other exit costs.

6. A diagram illustrating the Council's new Common Operating Model is given below.



Above: The Council's new Common Operating Model.

7. Alongside the organisation of people, common processes and technology are key components of a COM. In the Council's Transformation Programme, these aspects are covered by the closely related Customer Service programme [P001], Technology Strategy programme [P109], Corporate Business Support [P171] and Corporate ICT [P172] projects. Indeed, the COM could be regarded as the 'Corporate' Operating Model, as it seeks a set of efficient corporate ways of working implemented across the organisation.

Resources - Redundancy Estimates

8. It is anticipated that it will not be possible to re-shape the organisation and reduce the layers of management without making some posts redundant. For the purposes of constructing an estimate it is necessary to make a series of assumptions. The first assumption is the number of redundant posts at each tier of the organisation and the figures below are based on the Director level reducing by two, Assistant Directors reducing by seven and forty posts below the level of Assistant Director being redundant. The costs and assumptions are set out in the sections below and then summarised.

Management Board Level

9. Management Board currently comprises of a Chief Executive and four Directors. A range of options for the new structure will be considered; however for the purposes of this report it is assumed that this will reduce to a Chief Executive and two posts at Director level. Even though this is a reduction of two posts it is possible that more than two of the current post holders may want to leave so these estimates are based on three of the current Management Board leaving.

10. Where a post is redundant and the postholder is over 55 but has not yet reached normal retirement age, a strain arises on the pension fund and this can be a significant amount. (A financial strain is a payment made to the Pension Fund on early release of a pension). The different ages and lengths of service of members of the Management Board mean there are a range of possible combinations and outcomes. The estimates below assume there is no increase in salary for the Chief Executive or the reduced number of Director level posts and the reduction in the salary budget includes the saving on national insurance and pension contributions.

Cost Option	Redundancy and Pension Strain	Reduction in Salary Budget	Months to Payback
Lowest	£394,208	£240,160	19.7
Highest	£737,781	£240,160	36.9

Assistant Director Level

11. There are currently fifteen Assistant Director posts, also the posts of Head of Customer Services and Head of Transformation, however it excludes the Chief Internal Auditor post (which is shared with two other authorities and directly employed by Broxbourne). As with the Director roles a range of options will be considered; but for the purpose of this report, it is assumed that this will reduce to ten posts and so allowance needs to be made in the costs for seven people leaving. It is also assumed that the new expanded roles at Assistant Director level will be paid at circa £70,000 (subject to market evaluation), currently Assistant Director roles on grade 11 are paid between £48,345 and £52,076 and those on grade 12 are paid between £54,169 and £58,375.

Cost Option	Redundancy and Pension Strain	Reduction in Salary Budget	Months to Payback
Lowest	£248,085	£396,330	7.5
Highest	£890,372	£399,650	26.7

Posts below Assistant Director Level

12. This is the estimate requiring the most assumptions and the first of these is that forty posts at levels below Assistant Director will be removed from the establishment. The organisational development work involving Decision Making Accountability and the COM is intended to speed up decision making, create clear lines of accountability, empower and develop individual managers and reduce unnecessary management layers. As this is likely to lead to fewer layers of management and fewer managers, the second assumption is that ten posts will go from each of the four grades below Assistant Director. The organisation always has some vacancies so it is assumed that one of the ten posts lost at each grade will be vacant. In calculating an approximate value for leaving costs it is necessary to make assumptions about entitlements to redundancy and the potential pension strain. Given the age profile and general length of service amongst staff it seems reasonable to assume an average redundancy entitlement of thirty weeks and an average pension strain of £10,000.

13. Using the assumptions set out above gives a combined redundancy and pension fund strain cost of £1,124,235. The reduction in the salary budget that would arise is £1,892,600 and this means there would be 7.1 months to payback.

Summary

14. Before suggesting an appropriate combined provision it is necessary to set out the lowest and highest values based on the figures in the paragraphs above.

Lowest Cost	Redundancy and Pension Strain	Reduction in Salary Budget	Months to Payback
Directors	£394,208	£240,160	19.7
Assistant Directors	£248,085	£396,330	7.5
Other Grades	£1,124,235	£1,892,600	7.1
Combined	£1,766,528	£2,529,090	8.4

Highest Cost	Redundancy and Pension Strain	Reduction in Salary Budget	Months to Payback
Directors	£737,781	£240,160	36.9
Assistant Directors	£890,372	£399,650	26.7
Other Grades	£1,124,235	£1,892,600	7.1
Combined	£2,752,388	£2,532,410	13.0

15. Having established a range of potential costs and reductions in the salary budget it is necessary to highlight that not all of these changes will happen at the same time. It is proposed to bring a detailed report on proposals for a senior management structure to members in March 2018 and if it is assumed that the senior management changes are completed by 30 September 2018 the costs will be accounted for in 2018/19 and there will be half a year's saving to the salary budget in 2018/19 with the full saving being reflected in 2019/20. If changes to the other grades are later, part savings could be reflected in 2019/20 and full savings in 2020/21.

16. The figures in the tables above set out a cost range of between £1.77 million and £2.75 million to achieve a reduction in the salary budget of £2.53 million. This range of numbers indicates that if all the changes were to take place at once the combined payback period would be between 8.4 months and 13.0 months. It will only be possible to calculate the actual payback period when the leavers have been identified and their dates of leaving agreed.

17. On the basis of the assumptions and calculations set out above a provision for redundancy and pension strain costs of £2 million is appropriate to facilitate the implementation of the People Strategy. More detailed estimates will be calculated before the budgets are set in February 2018. These will be based on progress made to that date and it should be clearer by then when costs will be incurred and when salary savings will be realised.

Recruit to Stay Activity

18. It is usual that an organisation, when considering redundancies, would invite those affected to express an interest in voluntary redundancy. The Chief Executive will, at the appropriate time, invite officers at Director and Assistant Director levels to register an interest to be considered for voluntary redundancy. The aim of requesting voluntary redundancies is to reduce or remove the need for compulsory redundancies. The Council retains the authority to agree the request or not.

19. It is clear that there will be significant changes in the remaining roles within the management structure. The roles are likely to be much broader than currently and job descriptions are likely to become more generic to reflect this. However, the roles will need to be filled and there must be a fair and clear process in place to enable the Council to do this.

20. It is recommended that external advisors be commissioned to assist the Member Senior Management Selection Panel to appoint to Director level roles. The establishment of this Panel is the subject of a separate report. It is proposed to engage Solace to carry out this work as they have extensive experience in this area and can provide external validation to the senior management appointment process.

21. Aylesbury Vale District Council have recently implemented a major restructure and conducted behaviour and skills assessments when carrying out recruit to stay processes. It is

recommended that we use their skills and experience to assist the Council, the obvious advantages being their local government knowledge, recent experience and value for money (rather than using consultants).

Outplacement Support

22. It is proposed to offer support to employees faced with redundancy. For the Leadership Team this is likely to consist of Career Coaching for other employees the focus would be on skills workshops. For all employees they would have access to on-line resources and pre-retirement courses. This is referred to as outplacement support.

23. Hays Career Transition provides a wide range of specialised support and access to on-line resources providing employees with job seeking help and access to recruitment experts.

Next Steps

24. The Chief Executive will consider the report from the Local Government Association and present a further detailed report to the Cabinet on proposals for the Council's senior management structure. Taking account of Trade Union and individual consultation this is likely to be Cabinet on 8 March 2018.

25. Through a separate report to Council, the Chief Executive will establish the necessary arrangements under Part 4 of the Council's Constitution.

26. The Chief Executive will ask for expressions of interest in voluntary redundancy from Directors and Assistant Directors. By the time this is undertaken the number and type of roles available at these levels will be clearer allowing individuals to make an informed decision as to whether they are able and willing to demonstrate the skills and behaviours needed to embrace the new ways of working that the COM envisages.

27. The Assistant Director – People Team will undertake dialogue with the Trade Unions on proposals being brought forward, in line with Council Policy, drawing upon any assistance they may require.

28. The Assistant Director – People Team will consult with individuals impacted by any future proposal to establish the Council's new COM, in line with Council Policy, again drawing upon any assistance they may require.

29. Members of the Council's Management Board, Leadership Team and officers will receive updates on the proposals through the staff newsletter (District Lines), Staff Briefing and Manager's Conference (scheduled for 11 January 2018).

Resource Implications:

The report covers in detail the estimated resource implications. In summary, on the basis of the assumptions and calculations set out above a provision for redundancy and pension strain costs of £2 million is appropriate to facilitate the implementation of the Common Operating Model. This would achieve a reduction in the salary budget of £2.53 million with a likely combined payback period of around 12 months. More detailed estimates will be calculated before the budgets are set in February 2018. These will be based on progress made to that date and it should be clearer by then when costs will be incurred and when salary savings will be realised.

The provision also includes budgets for recruit to stay activity and outplacement support.

Legal and Governance Implications:

The Council's Constitution and Human Resource Policies will apply to any restructure, redundancy or redeployment of Council officers, including Part 4 of the Constitution in respect of Chief Officers.

Safer, Cleaner and Greener Implications:

There are no implications arising from the recommendations of this report in respect of the Council's commitment to the Climate Local Agreement, the corporate Safer, Cleaner and Greener initiative, or any crime and disorder issues within the district.

Consultation Undertaken:

Informal consultation with Cabinet Members has taken place on the COM and content of the People Strategy [P106], within which this work sits. Regular meetings with Trades Unions representatives have been arranged.

Background Papers:

People Strategy [P106] Programme Definition Document (Cabinet Report C-12-2017/18, 7 September 2017) and Project Initiation Document for [P170] – Establish a Common Operating Model.

Risk Management:

The risks management issues and mitigation for this work are detailed in the Project Initiation Document for [P170] Establish a Common Operating Model.

Equality Analysis

The Equality Act 2010 requires that the Public Sector Equality Duty is actively applied in decision-making. This means that the equality information provided to accompany this report is essential reading for all members involved in the consideration of this report.

Policy to be analysed	
Is this a new policy (or decision) or a change to an existing policy, practice or project?	No
Describe the main aims, objectives and purpose of the policy (or decision):	Provide budget provision to be made to enable the Common Operating Model to be implemented.
What outcome(s) are you hoping to achieve (ie decommissioning or commissioning a service)?	Implementing a new Council structure.
Does or will the policy or decision affect: <ul style="list-style-type: none"> • service users • employees • the wider community or groups of people, particularly where there are areas of known inequalities? 	The aim of the new structure is to improve services to our customers, improve processes, and improve decision making arrangements. Roles will be realigned and some will be deleted.
Will the policy or decision influence how organisations operate?	N/A
Will the policy or decision involve substantial changes in resources?	The report sets out in detail the resources required.
Is this policy or decision associated with any of the Council's other policies and how, if applicable, does the proposed policy support corporate outcomes?	To implement the COM the Council's existing policies regarding redundancy, redeployment and recruitment will be used.
Evidence/data about the user population and consultation	
What does the information tell you about those groups identified?	The implementation of the COM will affect all staff to varying extents. As at 10 Nov 2017 the Council has a headcount of 679, of these; <ul style="list-style-type: none"> ▪ 365 are female ▪ 314 are male ▪ 57 declared having a disability ▪ 28 declared are BME
Have you consulted or involved those groups that are likely to be affected by the policy or decision you want to implement? If so, what were their views and how have their views influenced your decision?	This report concerns the estimated budget that is likely to be required to implement the CMO. Detailed proposals will be subject to a further report where formal consultation will be carried out

	with the Trade Unions and employees.
If you have not consulted or engaged with communities that are likely to be affected by the policy or decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary:	Formal consultation with the Trade Unions will start in December 2017, continuing into 2018..

Impact of policy or decision

Use this section to assess any potential impact on equality groups based on what you now know.

Description of impact	Nature of impact Positive, neutral, adverse (explain why)	Extent of impact Low, medium, high (use L, M or H)
Age	There is no impact resulting from this report. Further detailed reports will be presented to members in due course.	
Disability		
Gender		
Gender reassignment		
Marriage/civil partnership		
Pregnancy/maternity		
Race		
Religion/belief		
Sexual orientation		

Conclusion

		Tick Yes/No as appropriate	
5.1	Does the EqIA in Section 4 indicate that the policy or decision would have a medium or high adverse impact on one or more equality groups?	No x	
		Yes <input type="checkbox"/>	If 'YES', use the action plan at Section 6 to describe the adverse impacts and what mitigating actions you could put in place.

Section 6: Action plan to address and monitor adverse impacts

What are the potential adverse impacts?	What are the mitigating actions?	Date they will be achieved.
N/A	N/A	N/A

Section 7: Sign off

**I confirm that this initial analysis has been completed appropriately.
(A typed signature is sufficient.)**

Signature of Director: Bob Palmer	Date: 10.11.2017
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Signature of person completing the EqIA: Paula Maginnis	Date: 10.11.2017
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Report to the Cabinet

Report reference: C-034-2017/18
Date of meeting: 07 December 2017



Portfolio: Leader of Council

Subject: Transformation Programme – October 2017 Highlight Report and Transformation Budget

Responsible Officer: Glen Chipp (01992 564758).

Democratic Services: Gary Woodhall (01992 564470).

Recommendations/Decisions Required:

- (1) That the Cabinet note the progress of Projects and Programmes for October 2017, alongside planned actions for November 2017;**
- (2) That a District Development Fund bid in the sum of £135,000 be made to support process mapping and organisational redesign activity within transformation projects;**
- (3) That a Continuing Services Budget growth bid in the sum of £20,000 be made to commission the annual customer satisfaction survey, with the understanding that appropriate compensatory savings within the CSB budget will be found;**
- (4) That a District Development Fund bid in the sum of £59,000 be made to re-establish the Senior Project Improvement Officer, 24 months fixed-term at Grade 9, if an internal secondment exercise is not successful at filling the forthcoming vacancy; and**
- (5) That the Council's Invest to Save fund be brought within the auspices of the Transformation Programme and realigned to match the aims and objectives of the Corporate Plan.**

Executive Summary:

The purpose of this report is four-fold.

First, regular highlight reports on the progress of the Transformation Programme are presented to the Cabinet. This is the highlight report for October 2017 and covers progress for all chartered projects of Medium and High Risk Potential, as well as key aspects of the Transformation Programme.

Overall, progress indicators for 'cost' and 'benefits' were Green for this period. The status indicator for 'time' is reported as Red to highlight that 3 actions (from a total of 94) were overdue and 1 project is overdue on its deadline, when compared with planned timelines. Project and Programme Managers have actions in place to deal with any potential negative effects. Progress will be kept under review and it is anticipated that the status of the majority of these items will return to Green in the next report.

Second, the Corporate Plan 2018-2023 describes the Council's ambitious plans for the next five years, including transforming the way the Council conducts its business, including interdependent programmes to transform our use of technology, accommodation, people and customer service. Funding for the ongoing work of the Transformation Team needs to be set aside for 2018/19. The Team support and co-ordinate these programmes and around 45 projects across the organisation. The recent Task and Finish Panel concluded that the work of the team has contributed to significant improvements to the successful delivery of change for the Council. A top-up of the funding available for process mapping and organisational redesign is recommended. Without continued support, the Council risks being unable to deliver on the ambition expounded by the Corporate Plan.

Third, In order to assess the impact of Transformation, in particular the Customer Services Programme, on our residents it is important to track any changes to satisfaction from the established baseline. Undertaking an annual customer satisfaction survey will enable us to measure our performance against the key benefit of the Corporate Plan to put the customer at the heart of our services.

Fourthly, realignment of the Invest to Save funding to support the Corporate Plan is also recommended.

Reasons for Proposed Decisions:

To inform Cabinet of progress on the Transformation Programme, including workstreams, programmes and projects.

The ambition of the Council for its Transformation Programme, as demonstrated through the Corporate Plan and the plans for key programmes including the Customer Service, Technology, Accommodation and People, is large and complex. The delivery of the programme will continue to gear up through 2018 and 2019, with the need to undertake detailed analysis and implement change to business processes. There is a continuing need for the current resource within the Transformation and Customer Service Teams as well as for fixed-term dedicated resource to complete specific work.

Other Options for Action:

Failure to monitor and review progress of the Transformation Programme and to consider corrective action where necessary, could have negative implications for the Council's reputation, and may mean the opportunities for improvement were lost.

To undertake satisfaction monitoring in-house. To ensure that the evidence base is robust, the survey must be conducted with a demographically representative group of residents. The Council does not hold the necessary customer data in order to achieve this; the data that is held is fragmented across numerous systems and without gaining resident's permission to use their information for this type of work, under the Data Protection Act or forthcoming General Data Protection Regulation (GDPR), we are prevented from accessing it for the purpose of surveying.

Report:

Highlight Report for October 2017

1. This is the October 2017 Highlight Report for the Transformation Programme. The format of the report has evolved in order to remain an effective tool for highlighting progress, slippage and remedial actions being taken.

2. The report covers progress for the 45 chartered 'live' projects with Medium or High Risk Potential, as well as progress on key aspects of the Transformation Programme.
3. The Cabinet is requested to review progress for October 2017, alongside actions scheduled for the next period and any remedial actions being undertaken.
4. The highlight report uses the RAG rating, based on Red, Amber and Green colours used in a traffic light system. The definitions of the RAG ratings are:

<i>Light</i>	<i>Definition</i>	<i>Action</i>
Red	<p>There are significant issues with the project, programme or workstream.</p> <p>The project requires corrective action to meet business objectives. The issue cannot be handled solely by the project manager or project team.</p> <p>One or more aspects of project viability – time, cost, scope – exceed tolerances set by the Transformation Programme Board.</p>	The matter should be escalated to the project sponsor and Transformation Programme Board immediately.
Amber	<p>A problem has a negative effect on project performance but can be dealt with by the project manager or project delivery team.</p> <p>Action is taken to resolve the problem or a decision made to watch the situation.</p> <p>One or more aspect of project viability – time, cost, scope – is at risk. However, the deviation from plan is within tolerances assigned to the project manager.</p>	The Transformation Programme Board should be notified using a progress report or scheduled briefing with the sponsor.
Green	<p>The project is performing to plan.</p> <p>All aspects of project viability are within tolerance. However, the project may be late or forecast to overspend (within tolerance).</p>	No action needed.

5. Overall, progress indicators for 'cost' and 'benefits' were Green for this period. The status indicator for 'time' is reported as Red to highlight that 3 actions (from a total of 94) and 1 project were overdue when compared with planned timelines.
6. Project and Programme Managers have actions in place to deal with any potential negative effects. The deviation from plans for the majority is within tolerances, most often within one calendar month. It is anticipated that the status of the majority of these items will return to Green by the end of the next period and progress will be kept under review.
7. Appendix 1 contains the highlight report for October 2017. Any project closures are also noted.

Transformation Team

8. The Council has set out an ambitious programme of change through the Corporate Plan 2018-2023. Objectives within this plan are delivered through a wide range of change projects and programmes, with interdependencies, resources, risks, communications and

benefits, co-ordinated and supported by the transformation team. The purpose of the transformation programme is to make fundamental changes in how we deliver services, improving the customer experience and moving the Council towards financial independence.

9. Considerable work has been undertaken to ensure that all change projects are properly planned and supported. The programmes in Customer Service, Accommodation, Technology and People, are advancing to various stages of detailed analysis and implementation. This work, alongside around 45 projects across the organisation, requires ongoing support, co-ordination and performance monitoring, to ensure they deliver successful change.

Costs and Benefits Report to the Transformation Task and Finish Panel

10. The recently completed Task and Finish scrutinised the Transformation Programme, including an examination of:

- The management of the Transformation Programme itself; and
- The constituent projects that make up the Transformation Programme.

And further, two dimensions to each aspect:

- Costs; and
- Performance – also known as benefits. Please note that benefits can be both financial and non-financial.

11. Table 1 below summaries these different dimensions.

	Cost dimension	Performance dimension
The Transformation Programme	1	2
Individual projects and activities within the programme	3	4

Table 1: Cost-benefit dimensions

12. These four dimensions are considered below and are drawn from the report given to the Transformation Task and Finish Panel.

1 CURRENT TRANSFORMATION TEAM STRUCTURE AND COST ESTIMATE

13. The Council’s corporate Transformation Team (also known as the Programme Management Office) consists of the posts listed in Table 2 below. This current establishment reflects the merger of the previous transformation team with the Council’s Performance Improvement Unit. This has united efforts to manage the improvement of performance across both Business As Usual (BAU) and Business Transformation.

Post holder	Job title	Contract
David Bailey	Head of Transformation	1 FTE, 3 year fixed-term contract to 31 Oct 2018
Gareth Nicholas	Senior Project Improvement Officer	1 FTE, permanent post
Susan Lewis (leaves	Senior Project Improvement	1 FTE, 18 month fixed-term

December 2017)	Officer	contract to 02 Nov 2018
Monika Chwiedz	Performance Improvement Officer	1 FTE, permanent post

Table 2: Transformation Team. Note: FTE – Full Time Equivalent

14. The total salary cost for the team is £206,500 for 2017/2018, including on-costs. This excludes the costs of any apprentices or internships within the team, both of which are funded from central Human Resource budgets. As with other officers that undertake specific project work in support of their operational areas, the work of the Head of Customer Service is not included in the costs of the corporate Transformation Team.

15. The corporate Transformation Team also undertake a range of non-transformational duties, i.e. Business As Usual (BAU) activities, including:

- Corporate Public Sector Equality Duty (as defined by the Equality Act 2010) and promotion of the equal opportunities;
- Corporate and business planning activities, including the Corporate Plan; and
- Corporate performance monitoring and reporting.

16. Overall, it's estimated that these Business As Usual functions currently occupy around 1.5 FTE, leaving the remaining 2.5 FTE attributable to transformation activities. This reduces the proportion of the team's wage bill attributable to transformation activities to around £130,000 for 2017/2018.

17. A £100,000 prototype fund for the Transformation Programme was established in 2016/2017. To date £55,000 has been spent undertaking activities in support of the programme with a further £19,000 committed, leaving a balance of around £36,000.

18. There are currently 45 High (36) and Medium (9) complexity projects and programmes across the Transformation Programme, supported by the corporate Transformation Team.

② BENEFITS FROM MANAGEMENT OF THE TRANSFORMATION PROGRAMME

19. The purpose of the establishment of effective Project and Programme Management is to maintain consistently good project management across the Council, through implementing a standard approach to managing change. A project to implement this approach was chartered on 23 March 2016, led by the Head of Transformation (Project P003).

20. An assessment of the authority's current capability in project, programme and portfolio management has been undertaken, using the Portfolio, Programme and Project Management Maturity Model (P3M3). The P3M3 model describes five levels of capability, across seven process perspectives through three maturity models: Project, programme and portfolio. The seven perspectives are:

- Management control;
- Benefits management;
- Financial management;
- Stakeholder management;
- Risk management;
- Organisational governance; and
- Resource management.

21. An assessment of the baseline position was completed in December 2015 by the Head of Transformation. The target capability for the Council was also assessed and shared with Management Board. Please note that very few organisations need to reach P3M3 Level 5 maturity, and it is advisable to adopt a fit-for-purpose approach. Management Board agreed that level 3 was appropriate across the three models: Project, Programme and Portfolio.

22. Table 3 below gives the P3M3 headline assessments for December 2015, August 2017 and the organisations target maturity levels. This shows that the Council has increased its capacity to successfully manage projects and programmes. Plans are in place to reach the target levels alongside the establishment of the new Corporate Plan.

P3M3 Model	Maturity Level (1-3, 3 is highest)		
	December 2015	August 2017	Target
Project Level	1	3	3
Programme Level	1	2	3
Portfolio Level	2	2	3

Table 3: P3M3 assessments

Non-financial Benefits

23. The detailed benefits of reaching maturity level 3 across the management of projects and programmes are detailed in the Project Initiation Document (PID) for this project (P003).

Financial Benefits

24. At inception, the Transformation Programme was set a savings target for 2016/2017 of £100,000. These savings have been identified and delivered.

③ INDIVIDUAL PROJECT COSTS

25. Work is currently ongoing to identify the costs and benefits – both financial and non-financial – across all transformation projects. The costs being tracked are the costs of direct delivery. It should be noted that there are challenges accounting for project management costs like the apportionment of officer time or costs that are described as ‘within existing resources’. Further, it is reasonable to question the value of undertaking such cost estimates.

26. Project delivery costs can be met by a variety of funds:

- Directorate or service budgets – Continuing Services Budget, District Development Fund and Housing Revenue Account;
- Transformation funds; and
- Invest to save.

④ INDIVIDUAL PROJECT BENEFITS: FINANCIAL AND NON-FINANCIAL

27. The benefits from the projects which constitute the Transformation Programme are expected to contribute to the four key benefits previously agreed by the Cabinet (C-073-2015/16):

- Improved customer value – recognising what customers’ value about our services and placing them at the heart of everything we do;
- Reduced waste – Focussing on getting things right first time through joined up services;
- Increasing agility – Reducing red tape to simplify how we work; and
- Increased savings and income – Delivery of resource savings and income generation, to keep Council Tax low.

28. The mapping, tracking and realisation of benefits from the programme are currently in the mapping stage. This involves the specification of measurable benefits for all projects across the Transformation Programme. This work has only recently become practicable with the introduction of the Covalent project management system. This work is also being progressed through the development of a new Corporate Plan and business planning processes. The Transformation Programme Board has asked for this work to be completed and presented alongside work to finalise the Corporate Plan 2018-2023. Therefore it is not currently possible to present a picture of the benefits expected from or to be realised by the Transformation Programme, either financial or non-financial.

29. Indications from a small number of major projects and programmes illustrate the potential financial benefits identified. See Tables 4, 5 and 6 below. Please note that other projects and programmes which pre-date the Transformation Programme, like the Council House Building Programme (P120) or the Epping Forest Shopping Park (P113) have not been included here.

<i>Project title</i>	<i>Whole life investment</i>	<i>Whole life benefits</i>	<i>Return On Investment</i>
P106 People Strategy	£2m revenue	£7.5m revenue	275% £5.5m over 5 years
P160 Service Accommodation Programme	£5.17m capital £150k revenue	£4.58m capital £3.2m borrowing £2.88m revenue	100% £5.3m over 5 years

Table 4: Indicative Transformation Programme Return on Investment (ROI).

Note: ROI = (savings – costs) ÷ costs

30. The effort required to successfully manage projects and programmes across different industry sectors varies enormously, but research suggests the cost of managing should represent between 12-18% of the total project cost (Casper Jones, 2007). As an illustration of how the Council compares with this research finding, for the two programmes mentioned above (P106 and P160), project management effort represents an estimated 6.0% of the total costs.

31. It is clear therefore that the current level of investment in project and programme management represents very good value for money for the Council. However, it is conceivable that this level of investment may not be adequate to support the realisation of benefits and achieve the Corporate Plan.

Proposed Transformation Cost Estimate

32. In order to place the work of the Transformation Team on a more robust footing, it is proposed to seek a two year secondment for the post of Senior Project Improvement Officer. This is essential to ensure the Council has the resources to deliver the Corporate Plan and key programmes including Customer Service, Technology, Accommodation and

People. A District Development Fund growth bid in the sum of £59,000 be made to re-establish this role, 24 months fixed-term at Grade 9, if the internal secondment exercise is not successful as filling the vacancy. It is likely that the Transformation Team will require further review as part of the Corporate People Strategy Common Operating Model, but the Transformation Team is required to support the large and complex programmes and cannot await that decision.

33. The Transformation Programme requires flexible resources to undertake further work, particularly process reengineering. The Council are poised to embark on a new Common Operating Model, which will see further customer contact work brought together, as well as the development of centralised administrative support and technology staff. This work will realise substantial savings for the Council and improve customer service. To achieve these outcomes, detailed process mapping of customer journeys needs to be undertaken. Additional resource is required to complete this work as it cannot be accommodated within existing resource. Without this work it will not be possible to deliver these savings, customer service improvements and organisational redesign. A District Development Fund bid in the sum of £135,000 is requested to support process mapping and redesign activity within the transformation projects.

34. The current list of medium and high complexity projects and programmes is given for reference in Appendix 2. This project dossier indicates the scale and complexity of project and programme work being supported by the Transformation Team on behalf of the Council.

Invest to Save funding

35. The Invest to Save reserve was established within the General Fund in 2015/16 to support innovation activities, where business cases would reduce the Continuing Services Budget (CSB) in future years following an investment to 'do things differently' or generate income. The fund of £0.5 million was established in 2015/16 and replenished in 2016/17 with £154,000. A figure of £59,000 remains unallocated as of the date of this report, although a further bid for £25,000 funding is anticipated in December 2017. This would leave £34,000 in the reserve.

36. So as to present a coordinated approach to managing change, remove unnecessary duplication and effectively manage the delivery of benefits, it is recommended that the Invest to Save funding be realigned and brought within the auspices of the Transformation Programme.

Customer Service

37. In 2017 the Council undertook an externally commissioned telephone survey to produce an independent, demographically representative baseline of customer satisfaction. £15,000 was allocated from the Transformation Programme Prototype Fund to appoint The Campaign Company to survey 500 residents, with a number of key observations made.

38. CSB funding for £20,000 is required to complete the resident satisfaction survey on an annual basis. An annual survey allows the Council to measure its progress against the benchmark survey from 2017, as well as enabling any new customer insights to be identified. Compensatory CSB funding will be made, including reviewing the current SLA with Essex County Council for library related services.

Resource Implications:

Resource requirements for actions to achieve specific outcomes or benefits will have been identified by the Transformation Programme Board and reflected in the budget for the year.

DDF funding of £135,000 is requested to support process mapping and redesign activity within the transformation projects.

DDF funding of £59,000 may be needed to top up the funding available for the fixed term Senior Project Improvement Officer post. The current DDF funding for the post covers a period of ten months after the current post holder leaves. If it is not possible to cover the post through secondment, it will be necessary to offer a two year fixed term contract to attract applications.

Legal and Governance Implications:

The transformation team support the ongoing good governance of programme and project management. The Head of Transformation has a duty to advise the Chief Executive, Management Board and Elected Members on all matters concerning the successful management of change – referred to as transformation.

The Head of Transformation also has corporate responsibility for the Corporate Plan, performance measurement and reporting, and the Public Sector Equality Duty.

Safer, Cleaner and Greener Implications:

There are no implications arising from the recommendations of this report in respect of the Council's commitment to the Climate Local Agreement, the corporate Safer, Cleaner and Greener initiative, or any crime and disorder issues within the district. Relevant implications arising from actions to achieve specific projects will have been identified by the Transformation Programme Board.

Consultation Undertaken:

Progress has been reviewed by the Transformation Programme Board and Programme Management Office.

Overview and Scrutiny Task and Finish Panel on the Transformation Programme.
Transformation Programme Management Office.

The Assistant Director, Human Resources has been consulted on good people management practice and contractual matters. The Director of Resources and Assistant Director – Accountancy have been consulted on financial matters.

Background Papers:

Progress submissions and relevant supporting documentation is held by the Programme Management Office (PMO).

The Corporate Plan 2018-2023.

Service Area Plans for Transformation and Customer Service.

Cabinet Reports on the Technology Strategy (C-025-2017/18, 9 November 2017), Accommodation Strategy (C-005-2017/18, 15 June 2017), People Strategy (C-012-2017/18, 7 September 2017) and Customer Service Programme (C-012-2017/18), including the respective Programme Definition Documents (PDDs).

Report to Cabinet – Transformation Programme – Resourcing, 12 October 2016 (C-027-2016/17).

The Corporate Plan 2015/20.

The Corporate Plan – Key Action Plans 2015/16, 2016/17 and 2017/18.

Transformation Programme (C-051-2015/16, 3 December 2015).

Transformation Programme – Scope and Methodology (C-073-2015/16, 3 March 2016).

Transformation Programme – Customer Experience Workstream (C-074-2015/16, 3 March 2016).

Transformation Programme Monitoring Reports.

Risk Management:

Failure to resource the identified ongoing workload could lead to missed deadlines, lack of lateral co-ordination between co-dependent projects and programmes, increased stress levels and potential financial and/or reputational damage to the authority.

Equality Analysis

The Equality Act 2010 requires that the Public Sector Equality Duty is actively applied in decision-making. This means that the equality information provided to accompany this report is essential reading for all members involved in the consideration of this report. The equality information is provided as an Appendix to this report.

Table 5: P160 Service Accommodation Programme

	<i>Benefit description</i>	<i>Current value</i>	<i>Target value</i>	<i>Timing</i>	<i>Cashable savings</i>	<i>Non-cashable value</i>	<i>Benefit owner</i>
B1.01	Capital receipt from sale of part of Civic Office site	-	£4.58m	Apr 2023	£4.58m capital receipt	-	Chief Executive
B1.02	Reduction in Civic Office running costs	£1.1m /yr operating costs	£600k /yr	Apr 2023	£500k /yr by 2023	-	Director of Resources
B1.04	Saving from not building a separate Housing Repairs and Maintenance Depot [P021]	£3.2m	-	Apr 2018	-	£3.2m in borrowing	Director of Neighbourhoods
B1.05	Reduction in Civic Office planned maintenance costs	-	£120k by 2023	Apr 2023	£120k by 2023	-	Director of Resources

Estimated costs: Office refurbishment £3.88m, Reception works £534k, Oakwood Hill works £755k, Fees: £150k

Table 6: P106 People Strategy Programme

	<i>Benefit description</i>	<i>Current value</i>	<i>Target value</i>	<i>Timing</i>	<i>Cashable savings</i>	<i>Non-cashable value</i>	<i>Benefit owner</i>
B1.01	Reduced workforce annual pay bill, including on-costs	£20m	£17.5m	Apr 2020	£2.5m	-	Director of Resources

Estimated costs: Revenue £2m implementation, £70,000 support.

Transformation Programme Highlight Report

<i>Report</i>	<i>Period</i>
22	October 2017

Approval

<i>Approved for submission to the Cabinet (Sponsoring Group), given by</i>	Transformation Programme Board	<i>Date</i>	14.11.2017
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Distribution list

<i>Name</i>	<i>Job title</i>	<i>Directorate / Department</i>	<i>Organisation</i>
Membership	Transformation Programme Board	-	EFDC

Overall transformation programme progress and status

	<i>RAG status</i>		<i>Comment on overall progress and status and recommended actions</i>
	<i>This period</i>	<i>Last period</i>	
Time	Red	Amber	3 actions are overdue out of a total of 94 actions and 1 project is overdue on its deadline.
Cost	Green	Green	
Delivery / outcome / output	Green	Green	
Benefits	Green	Green	

Accountabilities and information flow: Project closures

<i>Workstream / Project</i>	<i>Progress to report</i>	<i>Actions for next period</i>	<i>Due</i>	<i>Owner</i>
P020 Legal Document Scanning	Project closed 18 Oct 2017	N/A	-	Director of Governance

Highlight: Overdue actions for this period and remedial actions for the next period

<i>Key Benefit</i>	<i>Actions Overdue</i>	<i>Planned Date</i>	<i>Remedial Actions</i>	<i>Due Date</i>	<i>Owner</i>
Workstream 1 – Customer Experience					
P004a Corporate Communications - External					
Increased customer awareness, recognition and understanding of EFDC services (see definition of customer above)	Guidelines revised	27 Oct 2017	Project sponsor has Status updates and adjusted deadlines to be sought from project manager.	30 Nov 2017	Glen Chipp, Chief Executive
	Guidelines approved for TPB	16 Oct 2017			
	Improved communications for customers with disabilities and the elderly				
Increased staff awareness, recognition and understanding of EFDC services					Tom Carne, Public Relations & Marketing Manager

<i>Key Benefit</i>	<i>Actions Overdue</i>	<i>Planned Date</i>	<i>Remedial Actions</i>	<i>Due Date</i>	<i>Owner</i>
Workstream 3 – Resources, Accommodation and Technology					
P131 Northgate Mobile Working (Planning & BC)					
Improved access to data onsite. Reduced need for paper plans/documents. Increased updating speed of systems and improved customer service as a result. Improvement in site visit process. Increased staff flexibility. Reduction in travel time/cost. Reduced office space required.	Building Control - User Acceptance Testing	31 Oct 2017	Project manager to provide information on change control item to request extension of the project deadline. There are no impacts on other key pieces of work (programmes or projects).	30 Nov 2017	Nigel Richardson, Assistant Director – Development Manager Steve Bacon, ICT Program Manager

Document control

<i>Version</i>	<i>Date</i>	<i>Status (draft, approved)</i>	<i>Author</i>	<i>Change description</i>
1.0	07.11.2017	October draft	Gareth Nicholas, Senior Project Improvement Officer	Draft and Report
2.0	07.11.2017	October draft	David Bailey, Head of Transformation	Amends

Appendix 2

Transformation Programme Project Dossier

Generated on: 17 November 17

Key:

Stage = project lifecycle stage, i.e. Discovery (chartered), Initiation (PID / PDD), Prototype (design service), Implementation (transformation), Closure

RPA = Risk Potential Assessment, i.e. M – Medium, H – High

Scrutiny = Scrutiny Committee, i.e. C – Communities, R – Resources, N – Neighbourhoods, G – Governance, X – Overview & Scrutiny

Workstream 1 - Customer Experience

Programme title	Stage	RPA	Start date	Due date	Progress	Scrutiny	Sponsor	Manager
P001 Customer Service Programme	Prototype	H	01-Apr-2016	31-Mar-2019	63%	X	Chief Executive (XEX01); Assistant Director - Governance (GPM01)	Head of Customer Service (XEX04)
Project title	Stage	RPA	Start date	Due date	Progress	Scrutiny	Sponsor	Manager
P142 Customer Satisfaction and Standards	Prototype	H	01-Nov-2016	30-Nov-2017	75%	X	Assistant Director - Governance (GPM01); Head of Customer Service (XEX04)	Head of Customer Service (XEX04)
P145 Customer Reception	Prototype	H	01-Apr-2016	31-Mar-2019	57%	X	Assistant Director - Governance (GPM01)	Head of Customer Service (XEX04)
P146 Corporate Customer Team	Prototype	H	01-May-2016	31-Mar-2019	50%	X	Assistant Director - Governance (GPM01)	Head of Customer Service (XEX04)
P147 Systems and Digital Development	Prototype	H	01-Jun-2016	31-Mar-2019	72%	X	Assistant Director - Governance (GPM01)	Assistant Director - Revenues (RRE01); Head of Customer Service (XEX04)

<i>Project title</i>	<i>Stage</i>	<i>RPA</i>	<i>Start date</i>	<i>Due date</i>	<i>Progress</i>	<i>Scrutiny</i>	<i>Sponsor</i>	<i>Manager</i>
P004a Corporate Communications - External	Prototype	H	01-Jun-2016	31-May-2018	56%	G	Chief Executive (XEX01)	PR & Marketing Officer (GPR01)
P130 Corporate Online Bookings System	Closure	H	01-May-2016	30-Jun-2017	100%	R	CSA & P Manager (CCA01)	ICT Program Manager
P134 Licensing Self-Service Applications	Prototype	M	22-Aug-2016	15-Dec-2017	83%	N	Assistant Director - Environment & Neighbourhoods (NNS01)	Licensing Manager (NLS01)
P138 Waltham Abbey Wayfinding	Prototype	M	28-Sep-2016	31-Dec-2017	93%	N	Director of Neighbourhoods (NDR01)	Economic Development Officer (NED03)
P139 Pandemic Flu Plan	Closure	M	27-Sep-2016	31-Oct-2017	100%	N	Director of Neighbourhoods (NDR01)	Emergency Planning Officer (NEP01)

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Workstream 2 - Business Culture

<i>Project title</i>	<i>Stage</i>	<i>RPA</i>	<i>Start date</i>	<i>Due date</i>	<i>Progress</i>	<i>Scrutiny</i>	<i>Sponsor</i>	<i>Manager</i>
P003 Establish Programme and Project Management	Prototype	H	22-Feb-2016	31-Dec-2017	87%	X	Chief Executive (XEX01)	Head of Transformation
P004b Corporate Communications - Internal	Prototype	H	01-Jun-2016	30-Apr-2018	63%	G	Chief Executive (XEX01)	PR & Marketing Officer (GPR01)
P008 Museum Development Trust	Prototype	H	26-Feb-2016	31-Mar-2018	81%	C	Director of Communities (CDR01)	Assistant Director - Community Services & Safety (CSS01)
P010 Review of the Careline Alarm Monitoring Service	Prototype	M	26-Feb-2016	31-Jan-2018	80%	C	Director of Communities (CDR01)	Assistant Director - Housing Operations (COP01)

<i>Project title</i>	<i>Stage</i>	<i>RPA</i>	<i>Start date</i>	<i>Due date</i>	<i>Progress</i>	<i>Scrutiny</i>	<i>Sponsor</i>	<i>Manager</i>
P050 Reprographics Service Review	Prototype	H	15-Jun-2016	31-Jan-2018	16%	R	Director of Resources (RDR01)	Assistant Director - Human Resources (RHR01)
<i>Programme title</i>	<i>Stage</i>	<i>RPA</i>	<i>Start date</i>	<i>Due date</i>	<i>Progress</i>	<i>Scrutiny</i>	<i>Sponsor</i>	<i>Manager</i>
P106 People Strategy Programme	Prototype	H	22-Apr-2016	31-Mar-2020	63%	R	Director of Resources (RDR01)	Assistant Director - Human Resources (RHR01)
<i>Project title</i>	<i>Stage</i>	<i>RPA</i>	<i>Start date</i>	<i>Due date</i>	<i>Progress</i>	<i>Scrutiny</i>	<i>Sponsor</i>	<i>Manager</i>
P170 Establish a Common Operating Model	Prototype	H	03-Jul-2017	31-Mar-2019	83%	R	Chief Executive (XEX01)	Assistant Director - Human Resources (RHR01)
P171 Corporate Business Support Team Review	Discovery	H	30-Aug-2017	30-Mar-2018	33%	R	Head of Transformation	Assistant Director - Human Resources (RHR01)
P172 Corporate ICT Team Review	Discovery	H	01-Aug-2017	30-Apr-2018	37%	R	Director of Resources (RDR01)	Assistant Director - ICT & FM
<i>Project title</i>	<i>Stage</i>	<i>RPA</i>	<i>Start date</i>	<i>Due date</i>	<i>Progress</i>	<i>Scrutiny</i>	<i>Sponsor</i>	<i>Manager</i>
P107 Estates Service Review	Implement	M	05-Apr-2015	01-Apr-2018	79%	N	Director of Neighbourhoods (NDR01)	Chief Estates Officer (NEV01)
P124 Corporate and Business Planning	Prototype	H	01-May-2016	01-May-2018	94%	X	Chief Executive (XEX01)	Head of Transformation
P126 Modern.Gov Report Management	Prototype	M	26-Jul-2016	31-Mar-2018	43%	G	Director of Governance (GDR01)	Democratic Services Manager (GDS01)
P140 District Emergency Control Centre Plan	Prototype	M	18-Oct-2016	31-Jan-2018	44%	N	Director of Neighbourhoods (NDR01)	Assistant Director - Environment & Neighbourhoods (NNS01)

Workstream 3 - Resources, Accommodation and Technology

<i>Project title</i>	<i>Stage</i>	<i>RPA</i>	<i>Start date</i>	<i>Due date</i>	<i>Progress</i>	<i>Scrutiny</i>	<i>Sponsor</i>	<i>Manager</i>
P014 HR Payroll IT System	Implement	H	04-Mar-2016	30-Mar-2018	75%	R	Assistant Director - Human Resources (RHR01)	Human Resources Manager (RHR03)
P019 BC/DC Quality Improvement and File Scanning	Prototype	M	01-Jan-2016	31-Mar-2019	52%	G	Assistant Director - Development Manager (GDM01)	Service Business Manager (GAD01)
P043 Mail, Correspondence and Document Management	Prototype	H	01-Jun-2016	31-Mar-2018	22%	R	Assistant Director - Benefits (RBE01)	Business Manager (RAD01)
P044 Electronic Invoicing	Prototype	H	01-May-2016	31-Dec-2017	77%	R	Assistant Director - Accountancy (RAC01)	Procurement Manager (RFP02)
P009 ICT Strategy Implementation	Implement	H	01-Apr-2013	30-Nov-2017	96%	R	Assistant Director - ICT & FM	ICT Program Manager
P031 Northgate Mobile Working (Planning & BC)	Prototype	M	01-Jan-2016	31-Oct-2017	98%	G	Assistant Director - Development Manager (GDM01)	ICT Program Manager
P133 Scanning Residual Hard Copy Records - Communities Directorate	Prototype	H	01-Aug-2016	31-Jul-2018	98%	C	Director of Communities (CDR01)	Asst. Director; Private Housing & Communities Support

<i>Programme title</i>	<i>Stage</i>	<i>RPA</i>	<i>Start date</i>	<i>Due date</i>	<i>Progress</i>	<i>Scrutiny</i>	<i>Sponsor</i>	<i>Manager</i>
P160 Service Accommodation Programme	Prototype	H	22-Feb-2016	31-Mar-2023	21%	R	Chief Executive (XEX01)	Head of Transformation
<i>Project title</i>	<i>Stage</i>	<i>RPA</i>	<i>Start date</i>	<i>Due date</i>	<i>Progress</i>	<i>Scrutiny</i>	<i>Sponsor</i>	<i>Manager</i>
P002 Service Accommodation Review	Prototype	H	22-Feb-2016	31-Jan-2018	82%	R	Director of Resources (RDR01)	Head of Transformation

<i>Project title</i>	<i>Stage</i>	<i>RPA</i>	<i>Start date</i>	<i>Due date</i>	<i>Progress</i>	<i>Scrutiny</i>	<i>Sponsor</i>	<i>Manager</i>
P150 Relocation of Housing Repairs Service	Prototype	H	03-Apr-2017	31-Aug-2018	62%	C	Director of Communities (CDR01)	Assistant Director - Housing Property (CPY01)
P161 Civic Office Refurbishment	Hold	H		31-Mar-2023	0%	R	-	-
P162 Review Civic Office Car Parks	Discovery	H	04-Oct-2017	31-Mar-2023	6%	N	Chief Executive (XEX01)	Assistant Director - Technical (NTS01)
P163 Relocate Hemnall Street Operations	Hold	H		01-Apr-2020	0%	C	Director of Communities (CDR01)	Assistant Director - Community Services & Safety (CSS01)
P164 Relocation from Homefield House	Prototype	H	02-Oct-2017	30-Sep-2018	8%	C	Director of Communities (CDR01)	Assistant Director - Community Services & Safety (CSS01)
P166 Relocate Pyrles Lane Nursery	Prototype	H	11-May-2017	30-Nov-2018	33%	N	Assistant Director - Technical (NTS01)	Assistant Director - Technical (NTS01); General Manager (NGM01)
<i>Project title</i>	<i>Stage</i>	<i>RPA</i>	<i>Start date</i>	<i>Due date</i>	<i>Progress</i>	<i>Scrutiny</i>	<i>Sponsor</i>	<i>Manager</i>
P165 Major Tree Works Procurement	Prototype	H	24-Jul-2017	01-Aug-2018	87%	N	Senior Project Improvement Officer (GPI01)	Assistant Director - Technical (NTS01)

Workstream 4 - Major Projects

<i>Project title</i>	<i>Stage</i>	<i>RPA</i>	<i>Start date</i>	<i>Due date</i>	<i>Progress</i>	<i>Scrutiny</i>	<i>Sponsor</i>	<i>Manager</i>
P112 Operating Partner for North Weald Airfield	Prototype	H	20-May-2015	06-Dec-2017	75%	N	Director of Neighbourhoods (NDR01)	Assistant Director - Environment & Neighbourhoods (NNS01)
P113 Epping Forest Shopping Park	Implement	H	20-May-2015	31-Dec-2017	99%	N	Director of Neighbourhoods (NDR01)	Director of Neighbourhoods (NDR01); Asset Management Development Consultant
P114 St John's Road Development	Implement	H	20-May-2015	31-Dec-2019	50%	N	Director of Neighbourhoods (NDR01)	Director of Neighbourhoods (NDR01); Chief Estates Officer (NEV01)
P115 Local Plan Programme	Prototype	H	17-May-2016	01-Apr-2019	32%	N	Chief Executive (XEX01)	Interim Assistant Director (NFP502); Director of Neighbourhoods (NDR01); External Consultant (Local Plan)
P120 Council Housebuilding Programme	Implement	H	01-Dec-2015	31-May-2019	21%	C	Director of Communities (CDR01)	Assistant Director - Housing Property (CPY01)
P135 New Leisure Management Contract Programme	Implement	H	20-May-2015	31-Mar-2023	1%	N	Director of Neighbourhoods (NDR01)	Emergency Planning Officer (NEP01)

Equality Impact Assessment

1. Under s.149 of the Equality Act 2010, when making decisions, Epping District Council must have regard to the Public Sector Equality Duty, ie have due regard to:
 - eliminating unlawful discrimination, harassment and victimisation, and other conduct prohibited by the Act,
 - advancing equality of opportunity between people who share a protected characteristic and those who do not,
 - fostering good relations between people who share a protected characteristic and those who do not, including tackling prejudice and promoting understanding.
2. The characteristics protected by the Equality Act are:
 - age
 - disability
 - gender
 - gender reassignment
 - marriage/civil partnership
 - pregnancy/maternity
 - race
 - religion/belief
 - sexual orientation.
3. In addition to the above protected characteristics you should consider the cross-cutting elements of the proposed policy, namely the social, economic and environmental impact (including rurality) as part of this assessment. These cross-cutting elements are not a characteristic protected by law but are regarded as good practice to include.
4. The Equality Impact Assessment (EqIA) document should be used as a tool to test and analyse the nature and impact of either what we do or are planning to do in the future. It can be used flexibly for reviewing existing arrangements but in particular should enable identification where further consultation, engagement and data is required.
5. Use the questions in this document to record your findings. This should include the nature and extent of the impact on those likely to be affected by the proposed policy or change.
6. Where this EqIA relates to a continuing project, it must be reviewed and updated at each stage of the decision.
7. All **Cabinet, Council, and Portfolio Holder reports must be accompanied by an EqIA**. An EqIA should also be completed/reviewed at key stages of projects.
8. To assist you in completing this report, please ensure you read the guidance notes in the Equality Analysis Toolkit and refer to the following Factsheets:
 - Factsheet 1: Equality Profile of the Epping Forest District
 - Factsheet 2: Sources of information about equality protected characteristics
 - Factsheet 3: Glossary of equality related terms
 - Factsheet 4: Common misunderstandings about the Equality Duty
 - Factsheet 5: Frequently asked questions
 - Factsheet 6: Reporting equality analysis to a committee or other decision making body

Section 1: Identifying details

Your function, service area and team: **Office of the Chief Executive: Transformation team**

If you are submitting this EqIA on behalf of another function, service area or team, specify the originating function, service area or team:

N/A

Title of policy or decision: **Transformation Programme Highlight Report**

Officer completing the EqIA: Tel: **2815** Email: **gnicholas@eppingforestdc.gov.uk**

Date of completing the assessment: **07.11.2017**

Section 2: Policy to be analysed

2.1	<p>Is this a new policy (or decision) or a change to an existing policy, practice or project? N/A – report is a monthly update to Cabinet on the progress of projects and programmes.</p>
2.2	<p>Describe the main aims, objectives and purpose of the policy (or decision): Intended objective is for Cabinet to note the progress of Projects and Programmes for October 2017.</p> <p>What outcome(s) are you hoping to achieve (ie decommissioning or commissioning a service)? N/A – report is for noting to Cabinet only.</p>
2.3	<p>Does or will the policy or decision affect:</p> <ul style="list-style-type: none">• service users• employees• the wider community or groups of people, particularly where there are areas of known inequalities? <p>N/A.</p> <p>Will the policy or decision influence how organisations operate? N/A - report is not decision based and is for noting only.</p>
2.4	<p>Will the policy or decision involve substantial changes in resources? N/A – report is for noting only.</p>
2.5	<p>Is this policy or decision associated with any of the Council's other policies and how, if applicable, does the proposed policy support corporate outcomes? N/A.</p>

Section 3: Evidence/data about the user population and consultation¹

As a minimum you must consider what is known about the population likely to be affected which will support your understanding of the impact of the policy, eg service uptake/usage, customer satisfaction surveys, staffing data, performance data, research information (national, regional and local data sources).

3.1	What does the information tell you about those groups identified? N/A – report is for noting only. Any equalities impact assessment for individual projects or programmes is detailed on the respective reports.
3.2	Have you consulted or involved those groups that are likely to be affected by the policy or decision you want to implement? If so, what were their views and how have their views influenced your decision? N/A – see above.
3.3	If you have not consulted or engaged with communities that are likely to be affected by the policy or decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary: N/A - see above.

Section 4: Impact of policy or decision

Use this section to assess any potential impact on equality groups based on what you now know.

Description of impact	Nature of impact Positive, neutral, adverse (explain why)	Extent of impact Low, medium, high (use L, M or H)
Age	N/A	N/A
Disability	N/A	N/A
Gender	N/A	N/A
Gender reassignment	N/A	N/A
Marriage/civil partnership	N/A	N/A
Pregnancy/maternity	N/A	N/A
Race	N/A	N/A
Religion/belief	N/A	N/A
Sexual orientation	N/A	N/A

Section 5: Conclusion

		Tick Yes/No as appropriate	
5.1	Does the EqlA in Section 4 indicate that the policy or decision would have a medium or high adverse impact on one or more equality groups?	No <input checked="" type="checkbox"/>	
		Yes <input type="checkbox"/>	If ' YES ', use the action plan at Section 6 to describe the adverse impacts and what mitigating actions you could put in place.

Section 6: Action plan to address and monitor adverse impacts

What are the potential adverse impacts?	What are the mitigating actions?	Date they will be achieved.

Section 7: Sign off

**I confirm that this initial analysis has been completed appropriately.
(A typed signature is sufficient.)**

Signature of Head of Service: **David Bailey**

Date: **07.11.2017**

Signature of person completing the EqIA: **Gareth Nicholas**

Date: **07.11.2017**

Advice

Keep your director informed of all equality & diversity issues. We recommend that you forward a copy of every EqIA you undertake to the director responsible for the service area. Retain a copy of this EqIA for your records. If this EqIA relates to a continuing project, ensure this document is kept under review and updated, eg after a consultation has been undertaken.

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Report to the Cabinet

Report reference: C-035-2017/18
Date of meeting: 7 December 2017



**Epping Forest
District Council**

Portfolio: Finance
Subject: Capital Review 2017/18 – 2021/22
Responsible Officer: Teresa Brown (01992 564604).
Democratic Services: Gary Woodhall (01992 564470).

Recommendations/Decisions Required:

- (1) That the latest five-year forecast of capital receipts be noted;
- (2) That the intention to use all usable capital receipts in the year they are received where possible, be approved;
- (3) That borrowing of an estimated £28,382,000, necessary to support the General Fund capital programme, be noted;
- (4) That the following amendments to the Capital Programme be recommended to Council to approve:
 - (a) supplementary capital estimates of £741,000 for the new Shopping Park development, £52,000 for the surrender of a lease by Glyn Hopkins and £20,000 for the installation of CCTV systems in car parks in 2017/18;
 - (b) additional allocations of £161,000 and £13,000 for grounds maintenance vehicles and flood alleviation schemes respectively in 2018/19 and £350,000 for further investment in the superfast broadband network in 2019/20, subject to a further report to Cabinet upon completion of the tender process;
 - (c) savings of £308,000 in 2017/18 and £24,000 in 2018/19 for General Fund projects as identified in the report;
 - (d) virements in 2017/18 of £48,000 within the General Fund car parking allocation and £15,000 to CCTV systems as detailed in the report;
 - (e) additional allocations, savings and virements in respect of the Council's housebuilding and conversion programme and other HRA capital schemes as identified in the report;
 - (f) carry forwards totaling £1,956,000 and £5,553,000 from 2017/18 to 2018/19 for General Fund and HRA capital schemes respectively, and a brought forward sum of £10,000 for a General Fund scheme, as outlined in the report and Resources Implications table.

Executive Summary:

This report sets out the Council's Capital Programme for the five year period 2017/18 to 2021/22. It includes the forecast capital investment in Council owned assets; estimates of capital loans to be made for private housing initiatives; and projected levels of revenue expenditure funded from capital under statute. The capital programme has been prepared by updating the programme approved in February 2017, amended for any slippage and re-phasing approved in June 2017, as well as new schemes and allocations approved by Cabinet since then. The allocations included in 2017/18 and 2018/19 represent approved sums for capital schemes which the Council is committed to deliver. Allocations given for the years 2019/20 to 2021/22 represent forecast sums as a guide to future capital investment and the schemes to which they relate will require Cabinet approval before going ahead. The projects already approved within the capital programme have been reviewed and spending control officers have reassessed estimated final costs and the phasing of expenditure profiles for each scheme as part of the capital review. Recommendations have been made to make amendments as appropriate.

The Council's overall programme of capital expenditure is summarised for each Directorate in Appendix 1 and shows forecast investments of £111,663,000 in Council-owned assets over the five year period under consideration. Details of individual schemes or groups of projects are shown at Appendix 2 for the General Fund capital programme and an analysis of works into specific categories is shown at Appendix 3 for the Housing Revenue Account (HRA) Capital Programme. Appendix 1 also shows the Council's forecast to finance capital loans of £14,803,000 and planned expenditure of £735,000 which is classified as revenue expenditure but which can be financed from capital resources, over the five year period. Analyses of these figures are given in Appendices 4 and 5 respectively.

With regard to funding the capital programme, the report sets out proposed sources of finance over the five-year period from 2017/18 to 2021/22 in the lower section of Appendix 1, based on maximising the funding available to finance each scheme. The report identifies estimated external funding from grants and private sources of £1,011,000, and it proposes that capital receipts of an estimated £20,193,000 and direct revenue funding of an estimated £77,614,000 be applied to finance the capital programme over the next five years. It is forecast that borrowing of an estimated £28,382,000 will be necessary to support the Council's investments in new developments within the General Fund. The estimated level of capital resources available now and in the future are given in Appendix 6. In summary, the balance of capital receipts is expected to increase from zero as at 1 April 2017 to £2,069,000 by 31 March 2022 and the balance on the Major Repairs Fund is expected to decrease from £12,705,000 as at 1 April 2017 to £5,882,000 by 31 March 2022.

Reasons for Proposed Decision:

The capital programme presented in the appendices is based on decisions already approved by the Cabinet. The expenditure profiles suggested are based on Member agreed timescales and practical considerations. The decisions proposed are intended to make the best use of the capital resources currently available and forecast to become available for capital schemes to 2021/22.

Other Options for Action:

All useable capital receipts are intended to be used in the year they are received, with the GF borrowing from any unapplied 1-4-1 HRA capital receipts as appropriate. Revenue balances will be used to support the capital programme initially and in 2018/19 external borrowing will

be required. The revenue consequence of reducing the level of capital and revenue balances over the next five years is to reduce investment income. At the same time, external borrowing would result in increased revenue costs in the form of interest charges. Members may choose to reduce the General Fund and/or Housing Revenue Account capital programmes by re-considering the inclusion of some new schemes or re-assess the inclusion of some existing schemes.

With regard to financing the General Fund and HRA capital programmes, there are a number of options available. The proposal put forward sets the level of direct revenue funding at high levels in order to reduce the need for external borrowing. However, these contributions could be reduced by increasing the levels of external borrowing. This option has been rejected because the revenue contributions suggested in this report are affordable within the General Fund and HRA, according to current predictions, and the cost of increased borrowing would ultimately result in higher net interest charges.

Report:

Resources

1. The detailed five year Planned Maintenance Programme 2016/17 to 2020/21 was approved at the Cabinet meeting on 3 November 2016 and a structured plan was agreed to ensure that the Council's operational and commercial property assets are properly maintained and improved to meet health and safety requirements, statutory regulations, contractual obligations in respect of leases for commercial premises, customer demands and the long term protection and value of the authority's assets. Following this report, the Council began its transformation program which included a major service accommodation review. An assessment of proposed works was carried out on all premises that could potentially be affected by the review. A report presented to Cabinet on 12 October 2017 summarised the situation at each site and reported on the status of the projects planned for this financial year; some projects were withdrawn and others were put on hold pending the outcome of the accommodation review. The projects that were withdrawn represent savings on the original budgets; these total £86,000 in 2017/18 and £24,000 in 2018/19. With regard to other schemes, £583,000 has been identified to be carried forward from 2017/18 to future years and £6,000 has been identified as a virement to finance a CCTV system. Members are asked to approve these changes.

2. Approval of £446,000 was originally granted for ICT projects in 2017/18 to maintain the current infrastructure, improve business continuity within the Council and allow staff to fully utilise the benefits available from ICT systems. Of this sum £31,000 was utilised in 2016/17 to complete works ahead of schedule. A recent review of all projects, similar to that carried out on the planned maintenance programme, has resulted in some schemes being delayed or put on hold pending the recommendations of the accommodation review. Such schemes include the pilot upgrade of the Citrix servers, the planning system upgrade, the telephone system extension and the installation of power supplies to remote sites. Members are requested to approve a carry forward of £101,000 to allow for this. Having adopted the Technology Strategy 2018-23, allocations totalling £635,000 for the capital projects approved on 9 November 2017 have been included in 2018/19 within the Capital Programme.

3. The additional equipment and systems budget in 2017/18 within the Resources Directorate represents the sum remaining for the implementation of the Human Resources/Payroll system. Works to scope and build the system, including the employee/manager self-service, health and safety, recruitment and learning elements have now been completed.

Neighbourhoods

4. Construction of the new Epping Forest Shopping Park at Langston Road was completed in June 2017, having commenced in September 2016. All but three of the units are now let and most of the stores are already trading, or expected to be trading by Christmas. The remaining vacant units are continuing to be marketed. Originally a total budget of £31,161,000 was set aside for the project to include all planning and preliminary costs, the purchase of Polofinds' interest in the land, the development of the site as sole owner-developers, and all works and fees associated with the Section 278 highways modifications. The contract sum for the main works, carried out by McLaughlin and Harvey, was £10,300,000 but has risen to a final contract sum of £10,405,000 due to various variations and tenant improvement works. The Section 278 road improvement works were undertaken by Walkers and started a week after the main contract. They represented a risk to the scheme from the outset with substantial delays attributable to changing requirements from Essex County Council and numerous utility clashes on drainage routes. The resulting variations led to substantial additional costs and ultimately a prolonged contract period. The final contract sum is now anticipated to be in the region of £4,250,000, although a figure of approximately £165,000 will be recovered from Essex County Council. These works are programmed to be complete in late November 2017. Throughout the project external consultancy experts of various disciplines have been working collaboratively with the Council to manage this large and complex project. Apart from the problems experienced with the highways works, the project has run smoothly and the current development appraisal still indicates a good return on the Council's investment. The anticipated outturn figure for the project overall is expected to be in the region of £31,902,000 based on the latest information and allowing for a contingency sum in respect of additional potential capital incentives. This figure represents £741,000, or 2%, over the original budget set aside for the project and Members are requested to approve a supplementary estimate of this sum in 2017/18 to cover the overspend.

5. The Council entered into an agreement with Glyn Hopkin Ltd whereby it agreed to fund the extension of their premises on the corner of Brooker Road/Cartersfield Road in Waltham Abbey. Glyn Hopkin Ltd surrendered their existing lease and obtained a new lease for the whole area of their premises to permit full motor dealership use. With the acceptance of the new lease the rent of the premises has increased with 5-yearly upward-only rent reviews. Additional costs relating to stamp duty and other legal fees were identified after the report was submitted to Cabinet and Members are now requested to retrospectively approve a sum of £52,000 to cover these costs.

6. A provision of £100,000 has been included in the Capital Programme to undertake the necessary alteration works to accommodate the Pyrles Lane nursery and landscape service at the Town Mead Depot, Waltham Abbey. A further £45,000 has been absorbed from the planned maintenance to undertake the remaining health and safety adaptations following an audit of the depot. As the project is in the early stages of design and consultancy, works of an estimated £130,000 will not be undertaken until the new financial year; therefore a carry forward of this sum is recommended.

7. Last year a capital allocation of £130,000 was set aside to be spent in 2017/18 as a contribution towards the provision of alternative sports/recreation facilities following the loss of sports pitches in Waltham Abbey as a result of constructing the new Leisure Centre, Hill House Centre and Independent Living Scheme. The Council has now entered into a Section 106 agreement and is required to undertake a playing pitch strategy to identify the best location for the new facilities. This strategy is not due for completion until early in the 2018/19 financial year and therefore the full budget will be carried forward from 2017/18 to 2018/19, pending Members approval.

8. The car parking budget in 2017/18 comprises of five schemes. Firstly, a budget of £42,000 remains from the original allocation of £190,000 to complete the installation of new 4G pay and display machines in each of the Council's car parks. This whole scheme has now been completed at a significantly lower cost than expected generating a saving of £33,000. Secondly, an allocation of £40,000 was approved from the Invest to Save Fund to create three new off-street car parks in the Loughton Broadway area. Work has commenced at these sites and the pay and display machines have been purchased but delays have occurred due to a land ownership dispute, which has led to the need to construct a boundary fence; consequently works of £20,000 will slip into the next financial year. Thirdly, a budget of £15,000 had been set aside for pay and display machines at the Lee Valley car park but Lee Valley Regional Park Authority have made their own arrangements and the budget is now surplus to requirements. Fourthly, £84,000 remains of the £100,000 Invest to Save allocation to upgrade to LED lights in the Council's car parks. After the pilot scheme at the Traps Hill car park in Loughton was completed successfully, the next phase of the project is now underway. However, the original specifications for the works have changed and costs are expected to be higher than anticipated. It is recommended that the savings from the Lee Valley car park and the 4G pay and display installations, totalling £48,000, be transferred to cover the increased costs. Furthermore, the scheme is currently at the procurement stage and £100,000 is expected to slip into 2018/19 when the majority of the works will be undertaken. Finally, a budget of £51,000 was approved to improve the car park at Vere Road. A consultancy team has been appointed to advise on the demolition of the garages and re-design the car park to maximise spaces. Surveys and design works are expected before the end of the financial year, whereas the demolition of the garages and other works for the car park, expected to be around £41,000 will slip into 2018/19. Furthermore, the remaining £45,000 budget that was carried forward from 2016/17 for the IT infrastructure relating to enforcement and cash collection, has been dropped from the programme due to the expenditure being classed at revenue. In summary, Members are asked to approve an overall carry forward of £161,000, a saving of £45,000 and a virement of £48,000 between schemes within this section.

9. A budget of £28,000 remains for waste management equipment to fund the acquisition of new bins to properties where bins had previously not been provided, in particular for blocks of flats. No revisions to this sum are foreseen. Furthermore, a budget of £12,000 was set aside in the capital programme to fund an Invest to Save scheme to extend a vehicle compound at North Weald Airfield and increase rental income by £4,000 per annum. Planning permission is required before work can begin and, as this is unlikely to start until the new financial year; a carry forward of the full budget is requested.

10. An original allocation of £20,000 was set aside for flood alleviation schemes; £9,000 has been transferred to the general CCTV budget to replace the failing CCTV systems at the old Bobbingworth Tip site. However, there have been further unexpected failures to the main control unit and pumps at the site for which there are insufficient funds. An additional allocation of £13,000 is recommended for these works to give a total budget of £24,000 for this scheme, of which £19,000 will be required as a carry forward to 2018/19. The Flood Alleviation team are currently evaluating the potential risks of further equipment failures before submitting a new report to secure future capital funding.

11. The annual allowance for the replacement of grounds maintenance vehicles, plus the sum carried forward from 2016/17, totals £36,000. To date, one new mower has been purchased and quotes have been received for a new truck to replace an old vehicle. The costs of these vehicles will exceed the current allocation for 2017/18 and therefore it is recommended that £10,000 be brought forward from 2018/19 to cover the additional costs. Furthermore, six ride-on mowers will need to be replaced in 2018/19 as they are already over five years old and have had heavy usage. One-off running repairs and associated 'downtime' is becoming more frequent and scheduled service costs are increasing. This trend is expected to continue and would have an adverse effect on budgets and operational needs of

the service. Following a financial analysis to determine whether the procurement should be funded from capital or via an operating lease, it was concluded that capital funding would be more cost effective. An additional budget of £161,000 is therefore requested to cover this purchase in 2018/19, which will be part financed from the proceeds of the sale of the old vehicles expected to be in the region of £24,000.

Communities

12. An allocation of £177,000 remains in the capital programme, which was originally set aside to purchase offices on the second floor of Bridgeman House, above the museum, to accommodate the Community Services team currently working at Hemnall Street. However, this option is no longer viable and the Council is actively seeking a suitable alternative. As £177,000 is unlikely to be sufficient for the relocation, it is recommended that this budget is withdrawn pending a full costing of a viable solution.

13. The approved budget for general CCTV systems in 2017/18 is £87,000. Work has progressed well on many projects but slippage has occurred on two systems. Firstly, the system that will monitor the new leisure centre at Hill House and adjacent shopping parade is likely to be installed in 2018/19 once the construction works have been completed. Secondly, the progress of the Epping High Road system has been delayed due to the complexity of the specification. It is recommended that a sum of £57,000 is carried forward to 2018/19 to allow for this and virements of £15,000 from Planned Maintenance and Flood Alleviation schemes to finance other CCTV systems.

14. The car park CCTV installation programme has been working in conjunction with the Invest to Save LED lighting scheme, detailed in paragraph 7, with an original budget of £100,000, of which £56,000 was spent in 2016/17. The installation of cameras at three car parks at Darby Drive, Cornmill and Quaker Drive in Waltham Abbey is expected to be completed by the end of the financial year. The existing budget is expected to cover the costs of four of the seven remaining car parks and a supplementary estimate of £20,000 is requested to complete two further car parks and the final car park will be reassessed due to complications with the specification.

15. The housing estate off-street parking programme is jointly funded between the HRA and General Fund. The budget for the General Fund proportion currently stands at £550,000, which was increased significantly by a carry forward of £310,000 from 2016/17. This year considerable delays have occurred at Torrington Drive and Paley Drive, primarily because the main contractor went out of business. As a result a carry forward of £510,000 is requested and re-profiled over the next two years.

Housing Revenue Account (HRA)

16. In order to progress with investment decisions for the HRA, Members considered a number of options put forward by the Council's HRA Business Planning Consultant, Simon Smith. Having undertaken Stage 1 of the HRA Financial Options Review, Mr Smith presented his findings to Cabinet on 6 April 2017. After considering all options put forward in the review and, taking into account the views of the Epping Forest Tenants & Leaseholders Federation and the Communities Select Committee, Cabinet agreed to lift the moratorium which had been imposed on the Council's housebuilding programme and progress with phases 4 to 6 of the programme. Cabinet also agreed to return to the Government's Decent Homes Standard with regard to maintenance cycles as soon as practically possible, having regard to existing contractual commitments arising from framework agreements. The HRA Capital Programme presented in appendix 3 has been amended in the light of these decisions.

17. Forecast investment in the Council's new housebuilding programme has increased

significantly as a result of the decision, with allocations in the order of £9,000,000 having been added for each of the phases 4 to 6. Progress on phases 1 to 3 is monitored closely by the Council Housebuilding Cabinet Committee. Although major setbacks were experienced with phase 1, the Council has now taken possession of all 23 properties. The total anticipated outturn figure, including all construction costs, fees and site security costs, now stands at £6,404,000, which is £569,000 higher than previously approved.

18. With regard to phase 2 at Burton Road, there were delays during the planning stage and further deferrals due to the discovery of contaminated ground on the site. As a result of this, additional works are required and delays of around 23-weeks have been claimed by the contractor, with an expected completion date of June 2018. Although the contractor's entitlement is still being evaluated an anticipated outturn figure of £11,575,000 has been established for all costs, which is £742,000 higher than previously approved.

19. Phase 3 is progressing well on most of the eight sites, with the completion of 22 new homes over seven of the sites expected between January 2018 and June 2018. The development of the eighth site at Queens Road, Epping has been delayed pending an agreement with UK Power Network to divert power cables and reposition the electrical sub-station. Additional costs are therefore expected at Queen's Road as well as at Stewards Green; the latter as a result of the need to rebuild a retaining wall near to the sub-station there. The anticipated outturn for phase 3 is £7,832,000, which is £330,000 higher than previously approved.

20. The construction of eight affordable rented homes at Barnfield, Roydon by Linden Homes is progressing well and the Council is expecting to take possession of these properties by the end of 2017; £707,000 of the original allocation of £1,512,000, remains in 2017/18 for this scheme. Finally, an allocation of £345,000 has been included in the housebuilding programme to finance a pilot scheme to provide three modular units of temporary accommodation for six single vulnerable homeless people at Norway House, North Weald. It is anticipated that the units will be in place by the end of this financial year, subject to the receipt of planning permission. No allowance has been made in the Capital Programme for the buy-backs at Pyles Lane as timescales and property numbers cannot be predicted at this time.

21. Members are asked to approve the increases in budgets for phases 1 to 3 detailed above of £1,641,000, and the re-profiling of works estimated at £3,207,000 from 2017/18 to 2018/19. Members should be aware that it has been necessary to use approximated sums for fees within the anticipated outturn figures for all phases as new fee arrangements are now required following the announcement by East Thames to end their contract as the Council's development agent; a six-month hand-over period has been agreed to allow the Council to put in place alternative contractual arrangements. The conversions at Marden Close and Faversham Hall were completed in 2015/16. The final account is currently being negotiated and is expected to be in the region of £92,000; this represents an increase of £74,000 for which approval is sought.

22. Capital investment on improvement works to the existing housing stock increased from 2012/13 onwards when the Council agreed to upgrade maintenance levels from the Decent Homes Standard to a Modern Homes standard. Since then a programme of catch-up works has been in place and this is now essentially complete. However, as stated above, a decision was made to return to the Decent Homes Standard and, as a result, the forecast investment on existing stock shown in appendix 3 has been reduced in all years. Reductions in 2017/18 have been identified within a number of budget heads including kitchen and bathroom replacements, heating, rewiring, windows, doors, roofing, other planned maintenance, garages and other environmental improvements. In total, savings of £1,617,000 have been identified in 2017/18.

23. Given the age of the housing stock generally, there is an urgent need to carry out some major structural works on many properties with cracks in plaster and walls being a significant issue. It has been estimated that additional works of £455,000 will be required to carry out structural works primarily on void properties. It is recommended that this budget is enhanced by £455,000 from the savings identified in the categories detailed in paragraph 22 above. Design specifications for the Limes Farm Estate lift installations is currently progressing, however works are not expected to start on site until early 2018; consequently £475,000 of this sum would be re-profiled into 2018/19.

24. An additional £34,000 is required for the smart store IT system for the housing repairs service in the service enhancements category. It is recommended this sum is transferred from the categories detailed above where savings have been recognised.

25. Slippage has occurred on some projects. In particular delays have been experienced on the programme of providing off-street parking bays on housing estates, due to the complications outlined in paragraph 15; £431,000 is recommended for carry forward. The Oakwood Hill Estate enhancement programme has also faced considerable delays for which a carry forward of £200,000 is sought. Finally, despite the front door replacement programme on leaseholder flats being treated as urgent due to fire safety regulations, leaseholder issues have delayed procedures and works estimated at £150,000 is recommended for carry forward.

26. Last year a provisional sum of £3,200,000 was set aside within the capital programme to build a new depot at North Weald Airfield. This was to re-locate the housing repairs service from the Epping depot to enable the proposed re-development for the St Johns Road area to proceed. However, after a successful feasibility study on an alternative option that explored relocating the housing repairs service and the housing assets team to the Oakwood Hill depot, Cabinet decided in favour of expanding the Oakwood Hill depot and ceasing the plans to build a new depot at North Weald. A budget of £755,000 was re-allocated from the North Weald depot scheme to the Oakwood Hill expansion and a further sum of £340,000 has been identified to finance refurbishment and fitting-out costs as well as capital fees. Of the total of £1,095,000, an estimated £5,000 is expected to be spent in 2017/18 and £1,090,000 carried forward to 2018/19. The balance of £2,105,000 remaining from the provisional sum set aside for the North Weald scheme has been withdrawn from the capital programme.

27. In summary, the HRA capital programme presented in this report allows for a total investment of £95,872,000 over the five year period from 2017/18. The Council's new housebuilding and conversions programme represents £46,478,000 of this total and a provisional sum of £1,095,000 has been identified for the extension of a new depot at North Weald. Improvement works to the existing stock account, estate environmental works, disabled adaptations and replacement DLO vehicles account for the remaining £48,299,000. Some of these costs relate to capital works carried out on blocks of Council flats and they are recharged to private leaseholders as appropriate. Once the works are complete they are identified to each category of work and reported at the end of the financial year. It is currently estimated that these recharges will total approximately £1,500,000 over the five year period of this capital programme.

Capital Loans

28. The planned programme for the provision of capital loans for private housing assistance from 2017/18 to 2021/22 is shown on Appendix 4. Since the new regime was introduced on 1 July 2012, when all discretionary financial assistance given by the Council became repayable upon the sale or transfer of property, the uptake has been significantly lower than under the previous grant scheme. The allocation has been revised to £150,000

per year from 2017/18 onwards, with a view to being reviewed as and when necessary. However, uptake is still lower than anticipated and it is estimated that total advances this year will be in the order of £120,000. The Housing Assistance Policy is currently being reviewed and the new proposals will come into effect on 1 April 2018, pending approval. The new arrangements, combined with a recent increase in publicity, are expected to increase uptake.

29. Financial assistance is now in place to advance a loan of £14,086,000 to Places For People, the new leisure management contractor, for the construction of the new leisure facilities in Waltham Abbey and fitness equipment at other sites, as part of the new Leisure Management contract. Advances are made on a monthly basis, based on the work undertaken; the phasing is given on Appendix 4. Officers are currently exploring the possibility that this represents capital expenditure as opposed to a loan.

Revenue Expenditure Financed from Capital under Statute

30. The capital programme for revenue expenditure to be financed from capital resources is detailed on Appendix 5 for the period 2017/18 to 2021/22.

31. Over the past few years the Council has invested in three major parking reviews. The Epping parking review was completed in 2013/14 and the Buckhurst Hill review was completed in 2015/16. Phase 1 of the Loughton Parking review went live in August 2017, which provided 14 on-street parking schemes located in Loughton including Oakwood Hill, Rectory Lane and Langston Road. Phase 2 will identify potential locations in and around Debden station. Although public consultation, design and advertising are expected to be completed this financial year, the rest of the works in respect of phase 2 will slip into 2018/19; £253,000 is therefore requested to be carried forward.

32. In June 2017, Cabinet approved a virement of £120,000 from the Bridgeman House project to the transformation programme to fund external support to update the service accommodation review, including the programme definition document, and prepare a detailed business case for the option selected by Cabinet. Although this expenditure does not constitute capital expenditure, it can be legitimately funded from capital resources.

33. In June 2017 Cabinet endorsed the expression of interest in further investment in the superfast broadband network sent by letter from Essex County Council (ECC). This confirmed that the Council will provisionally allocate an amount of up to £350,000 as a contribution to a further rollout programme. A total of £821,000 of public funding is being offered for Lot 1 of Phase 4a of the Superfast Essex programme, which includes the Epping Forest District area, broken down as EFDC £350,000, match-funding of £350,000 from Broadband Delivery UK (part of the Department for Digital, Culture, Media and Sport) and a £121,000 contribution from ECC. The Invitation to Tender was issued to the market on 13th October 2017, with a stated strategic objective to reach 99.9% connectivity in the district. Cabinet requested at the meeting in June that a further report be brought back to members upon completion of the tender process in order that the proposed size and scope of the local investment can be more clearly defined. It remains the intention to do this once the successful bidder is identified. However, before contracts can be signed, ECC will require the Council to enter into a formal finance agreement to underpin the local funding contribution. Whilst the funding may not be drawn down by ECC until 2019/20 or 2020/21, in order to enter into this agreement and make this financial commitment the funding has been included in the capital programme for 2019/20 pending member approval.

Capital Financing

34. Appendix 1 shows a summary of the capital programme along with the financing profile. The Council has approved estimates of capital expenditure under Prudential Code

Indicator P (2) and also financing proposals for the years 2017/18 to 2021/22. Appendix 1 has applied the same principles with regard to funding although changes in the expenditure profile have been reflected in the financing requirements in each year.

35. The Council has maintained a consistent policy of prudence in forecasting available capital resources to ensure that any capital project included in the capital programme will be fundable. This means that only capital receipts received to date, projected receipts from the sale of council houses, the projected receipt in respect of the St John's Road development and loan repayments from the Council's waste management and leisure management operators are taken into account. No recognition of other potential receipts is made and, when predicting levels of available capital funding, receipts from future land sales are not taken into account.

36. Similarly a prudent view is taken of other sources of capital funding including funds receivable from Government Grants and private contributions. The availability of Section 106 monies to fund capital projects is based on payments received to date and not payments anticipated in the future. Those received for the provision of affordable housing are currently used to support the Council's own house-building programme.

37. The position regarding the generation of Right To Buy capital receipts improved after the maximum allowable discount was increased significantly on 1 April 2013. In 2013/14 The number of Council House sales was 53, this fell to 46 in 2014/15 and 20 in 2015/16 but numbers rose again to 46 in 2016/17. To date there have been 19 sales in the first six months to 30 September 2017 and it is estimated that a total of 30 dwellings will be sold by the year end. Future projections are notoriously difficult to forecast as there remain many uncertainties in the housing market; for the purposes of this report 24 sales have been estimated for 2018/19 and the following three years. The situation will continue to be monitored.

38. Appendix 6(a) shows the latest forecast of capital receipt generation, their application and hence the likely level of resources available to fund new projects. Due to the increase in the Council's capital investment programme on General Fund schemes in recent years, there are limited capital receipts available to fund the General Fund capital programme this financial year. However, funds are expected to be available in 2018/19 pending the capital receipt for the sale of land at St John's Road and more limited funds are expected from 2019/20 onwards. All usable capital receipts are expected to be used in the year they are received where possible, with an estimated balance of £2,069,000 by 31 March 2022.

39. Borrowing is expected to be in the order of £28,382,000 to finance some General Fund projects over the next five years; where the term borrowing refers to either internal or external borrowing. It is unclear at this stage exactly when external borrowing will be required, but forecasts currently suggest that it will be at the end of this financial year or the beginning of 2018/19 and that it will fall within the authorised limit approved by Members. The sum given above has been kept to a minimum by making use of increased revenue funding from the General Fund last year and borrowing unapplied 1-4-1 HRA capital receipts. With regard to the HRA capital programme, it is thought that no increase in external borrowing will be necessary in the next five years. All available balances on the Major Repairs Reserve and the HRA self-financing reserve will initially be diverted to contribute directly to the capital programme before borrowing from external sources.

40. Appendix 6(b) shows that the balance on the Major Repairs Reserve will reduce to £5,882,000. Members are asked to note that the use of direct revenue funding are indicative figures only and will be revised as necessary when the HRA revenue account is revised.

41. Appendix 6(c) shows the HRA Self Financing Reserve which has a current balance of

£12,720,000 as at 1 April 2017. This balance is expected to fall to £5,135,000 by 31 March 2022.

Resource Implications:

The following table lists all sums recommended to be carried forward from 2017/18 to future years and one sum to be brought forward to 2017/8 from 2018/19:

Capital Project	Sum c/f from 2017/18	Sum b/f to 2017/18	Appendix
Planned Maintenance	583,000		2
General IT	101,000		2
Hill House Development	130,000		2
Town Mead Depot	130,000		2
Car Parking Schemes	161,000		2
NWA Vehicle Compound	12,000		2
Flood Alleviation	19,000		2
Ground Maintenance Vehicles		10,000	2
CCTV Systems	57,000		2
Housing Estate Parking	510,000		2
Parking Review Schemes (REFCuS)	253,000		5
Total General Fund Schemes	1,956,000	10,000	
New House Building	3,207,000		3
Structural Schemes	475,000		3
Housing Estate Parking	431,000		3
Oakwood Hill Estate	200,000		
Oakwood Hill Depot	1,090,000		3
Front Door Replacements	150,000		3
Total HRA Schemes	5,553,000	0	

Legal and Governance Implications:

The legal and governance implications are taken into account within individual project reports.

Safer, Cleaner and Greener Implications:

In considering individual capital schemes and the programme overall, the Council gives due consideration to safer, cleaner and greener issues.

Consultation Undertaken:

All Directors and spending control officers for individual schemes have been consulted.

Background Papers:

Reference has been made to previous Cabinet reports and minutes. The Local Government Act 2003 (for England and Wales) and the Regulations have also been complied with.

Risk Management:

There is a financial risk involved in reducing the balance of usable capital receipts over the next five years.

Equality Impact Assessment

1. Under s.149 of the Equality Act 2010, when making decisions, Epping District Council must have regard to the Public Sector Equality Duty, ie have due regard to:
 - eliminating unlawful discrimination, harassment and victimisation, and other conduct prohibited by the Act,
 - advancing equality of opportunity between people who share a protected characteristic and those who do not,
 - fostering good relations between people who share a protected characteristic and those who do not, including tackling prejudice and promoting understanding.
2. The characteristics protected by the Equality Act are:
 - age
 - disability
 - gender
 - gender reassignment
 - marriage/civil partnership
 - pregnancy/maternity
 - race
 - religion/belief
 - sexual orientation.
3. In addition to the above protected characteristics you should consider the cross-cutting elements of the proposed policy, namely the social, economic and environmental impact (including rurality) as part of this assessment. These cross-cutting elements are not a characteristic protected by law but are regarded as good practice to include.
4. The Equality Impact Assessment (EqIA) document should be used as a tool to test and analyse the nature and impact of either what we do or are planning to do in the future. It can be used flexibly for reviewing existing arrangements but in particular should enable identification where further consultation, engagement and data is required.
5. Use the questions in this document to record your findings. This should include the nature and extent of the impact on those likely to be affected by the proposed policy or change.
6. Where this EqIA relates to a continuing project, it must be reviewed and updated at each stage of the decision.
7. All **Cabinet, Council, and Portfolio Holder reports must be accompanied by an EqIA**. An EqIA should also be completed/reviewed at key stages of projects.
8. To assist you in completing this report, please ensure you read the guidance notes in the Equality Analysis Toolkit and refer to the following Factsheets:
 - Factsheet 1: Equality Profile of the Epping Forest District
 - Factsheet 2: Sources of information about equality protected characteristics
 - Factsheet 3: Glossary of equality related terms
 - Factsheet 4: Common misunderstandings about the Equality Duty
 - Factsheet 5: Frequently asked questions
 - Factsheet 6: Reporting equality analysis to a committee or other decision making body

Section 1: Identifying details

Your function, service area and team: **Finance**

If you are submitting this EqlA on behalf of another function, service area or team, specify the originating function, service area or team: **N/A**

Title of policy or decision: **Capital Review 2017/18 – 2021/22**

Officer completing the EqlA: **Tel: 01992 564604 Email:tbrown@eppingforestdc.gov.uk**

Date of completing the assessment: **20 November 2017**

Section 2: Policy to be analysed

2.1 Is this a new policy (or decision) or a change to an existing policy, practice or project? **No**

2.2 Describe the main aims, objectives and purpose of the policy (or decision):
This report represents a financial summary of the projects approved within the Council's Capital Programme from 2017/18 to 2021/22, in addition to the associated funding projections over this period of time.
What outcome(s) are you hoping to achieve (ie decommissioning or commissioning a service)?
It aims to provide financial information on the Council's capital investments for noting and to make recommendations to Council to approve amendments as necessary.

2.3 Does or will the policy or decision affect:

- service users
- employees
- the wider community or groups of people, particularly where there are areas of known inequalities?

No
Will the policy or decision influence how organisations operate?
No

2.4 Will the policy or decision involve substantial changes in resources?
The financial impacts are given in detail within the report.

2.5 Is this policy or decision associated with any of the Council's other policies and how, if applicable, does the proposed policy support corporate outcomes?
The report summarises decisions previously approved.

Section 3: Evidence/data about the user population and consultation¹

As a minimum you must consider what is known about the population likely to be affected which will support your understanding of the impact of the policy, eg service uptake/usage, customer satisfaction surveys, staffing data, performance data, research information (national, regional and local data sources).

3.1	What does the information tell you about those groups identified? N/A – this report focuses on financial provision. Any equalities impact assessment for individual projects or programmes is detailed on the respective reports.
3.2	Have you consulted or involved those groups that are likely to be affected by the policy or decision you want to implement? If so, what were their views and how have their views influenced your decision? N/A – see above.
3.3	If you have not consulted or engaged with communities that are likely to be affected by the policy or decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary: N/A – see above.

Section 4: Impact of policy or decision

Use this section to assess any potential impact on equality groups based on what you now know.

Description of impact	Nature of impact Positive, neutral, adverse (explain why)	Extent of impact Low, medium, high (use L, M or H)
Age	Neutral. Any impacts on different age groups have been taken into account when the individual schemes were originally approved. As this report does not represent a formative stage in the approval of capital projects, it does not have any impact.	Low
Disability	Neutral for the reasons given above.	Low
Gender	Neutral for the reasons given above.	Low
Gender reassignment	Neutral for the reasons given above.	Low
Marriage/civil partnership	Neutral for the reasons given above.	Low
Pregnancy/maternity	Neutral for the reasons given above.	Low
Race	Neutral for the reasons given above.	Low
Religion/belief	Neutral for the reasons given above.	Low
Sexual orientation	Neutral for the reasons given above.	Low

Section 5: Conclusion

		Tick Yes/No as appropriate	
5.1	Does the EqIA in Section 4 indicate that the policy or decision would have a medium or high adverse impact on one or more equality groups?	No X	
		Yes	If ' YES ', use the action plan at Section 6 to describe the adverse impacts and what mitigating actions you could put in place.

Section 6: Action plan to address and monitor adverse impacts

What are the potential adverse impacts?	What are the mitigating actions?	Date they will be achieved.
N/A	N/A	N/A

Section 7: Sign off

**I confirm that this initial analysis has been completed appropriately.
(A typed signature is sufficient.)**

Signature of Head of Service: Bob Palmer

Date: 21 November 2017

Signature of person completing the EqIA: Teresa Brown

Date: 20 November 2017

Advice

Keep your director informed of all equality & diversity issues. We recommend that you forward a copy of every EqIA you undertake to the director responsible for the service area. Retain a copy of this EqIA for your records. If this EqIA relates to a continuing project, ensure this document is kept under review and updated, eg after a consultation has been undertaken.

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CAPITAL PROGRAMME
2017/18 to 2021/22 FORECAST

	2017/18	2018/19	2019/20	2020/21	2021/22	5 Year
	Revised Estimate	Original Estimate	Forecast	Forecast	Forecast	Total
	£000	£000	£000	£000	£000	£000
EXPENDITURE						
Resources	554	2,108	408	320	0	3,390
Neighbourhoods	10,478	633	30	30	30	11,201
Communities	159	465	495	40	40	1,199
Total General Fund	11,191	3,206	933	390	70	15,790
Total HRA	23,114	22,786	25,641	15,157	9,174	95,872
Total Capital Expenditure on Council Assets	34,305	25,992	26,574	15,547	9,244	111,663
Total Capital Loans	5,669	8,684	150	150	150	14,803
Total Revenue Expenditure Financed From Capital under Statute	150	235	350	0	0	735
TOTAL CAPITAL PROGRAMME	40,124	34,911	27,074	15,697	9,394	127,200
FUNDING						
Central Government Grant	75	80	85	90	90	420
Private Funding	591	0	0	0	0	591
Total Grants	666	80	85	90	90	1,011
General Fund	16,385	10,819	1,028	150	0	28,382
Total Borrowing	16,385	10,819	1,028	150	0	28,382
General Fund	554	1,108	405	390	220	2,677
HRA	4,787	3,524	7,307	1,899	0	17,516
Total Capital Receipts	5,341	4,632	7,712	2,289	220	20,193
Direct GF Revenue Funding	62	197	0	0	0	259
Direct HRA Revenue Funding	5,180	5,180	5,430	4,334	2,250	22,375
HRA Major Repairs Reserve	10,257	11,307	9,066	8,834	6,834	46,299
HRA Self- Financing Reserve	2,233	2,695	3,753	0	0	8,681
Total Revenue Contributions	17,732	19,380	18,249	13,168	9,084	77,614
TOTAL	40,124	34,911	27,074	15,697	9,394	127,200

**CAPITAL PROGRAMME
2017/18 to 2021/22 FORECAST**

	2017/18	2018/19	2019/20	2020/21	2021/22	5 Year
	Revised Estimate	Original Estimate	Forecast	Forecast	Forecast	Total
	£000	£000	£000	£000	£000	£000
Resources						
Active Planned Maintenance	220	854	408	320	0	1,802
On-Hold Planned Maintenance	0	518	0	0	0	518
ICT Projects	314	736	0	0	0	1,050
Additional Equipment & Systems	20	0	0	0	0	20
Total	554	2,108	408	320	0	3,390
Neighbourhoods						
Epping Forest Shopping Park	9,271	0	0	0	0	9,271
Consideration for surrender of lease	1,042	0	0	0	0	1,042
Town Mead Depot	15	130	0	0	0	145
Hillhouse Development	0	130	0	0	0	130
Car Parking Schemes	71	161	0	0	0	232
Waste Management Equipment	28	0	0	0	0	28
N W Airfield Vehicle Compound	0	12	0	0	0	12
Flood Alleviation Schemes	5	19	0	0	0	24
Grounds Maint Plant & Equipment	46	181	30	30	30	317
Total	10,478	633	30	30	30	11,201
Communities						
CCTV Systems	45	70	50	0	0	165
Car Park CCTV Systems	74	0	0	0	0	74
Housing Estate Parking	40	395	445	40	40	960
Total	159	465	495	40	40	1,199
TOTAL GENERAL FUND	11,191	3,206	933	390	70	15,790

**CAPITAL PROGRAMME
2017/18 to 2021/22 FORECAST**

	2017/18 Revised Estimate £000	2018/19 Original Estimate £000	2019/20 Forecast £000	2020/21 Forecast £000	2021/22 Forecast £000	5 Year Total £000
Housing Revenue Account						
New House Building	12,782	11,399	16,240	5,983	0	46,404
Housing Conversions	74	0	0	0	0	74
Heating/Rewiring/Water Tanks	2,887	2,305	2,455	2,455	2,455	12,557
Windows/Doors	1,054	1,041	1,141	1,129	1,129	5,494
Roofing	1,140	1,282	1,209	1,245	1,245	6,121
Other Planned Maintenance	186	251	251	250	250	1,188
Structural Schemes	1,573	1,775	1,100	1,100	1,100	6,648
Kitchen & Bathroom Replacements	2,380	2,300	2,300	2,300	2,300	11,580
Garages & Environmental Improvements	336	563	515	265	265	1,944
Disabled Adaptations	450	450	450	450	450	2,250
Other Repairs and Maintenance	235	220	220	220	220	1,115
Capital Service Enhancements	154	350	0	0	0	504
Housing Repairs Vehicles	158	60	60	60	60	398
Oakwood Hill Depot	5	1,090	0	0	0	1,095
Less Work on Leasehold Properties	(300)	(300)	(300)	(300)	(300)	(1,500)
TOTAL HRA	23,114	22,786	25,641	15,157	9,174	95,872

Appendix 4

**CAPITAL LOANS FOR PRIVATE HOUSING ASSISTANCE
2017/18 to 2021/22 FORECAST**

	2017/18 Revised Estimate £000	2018/19 Original Estimate £000	2019/20 Forecast £000	2020/21 Forecast £000	2021/22 Forecast £000	5 Year Total £000
Capital Loans						
Private Sector Housing Loans	150	150	150	150	150	750
Hill House Development Loan	5,519	8,534	0	0	0	14,053
TOTAL CAPITAL LOANS	5,669	8,684	150	150	150	14,803

Appendix 5

**REVENUE EXPENDITURE FINANCED FROM CAPITAL UNDER STATUTE
2017/18 to 2021/22 FORECAST**

	2017/18 Revised Estimate £000	2018/19 Original Estimate £000	2019/20 Forecast £000	2020/21 Forecast £000	2021/22 Forecast £000	5 Year Total £000
REFCuS						
Parking Review Schemes	30	235	0	0	0	265
Superfast Broadband Network	0	0	350	0	0	350
Transformation Projects	120	0	0	0	0	120
TOTAL REFCuS	150	235	350	0	0	735

**CAPITAL PROGRAMME
2017/18 to 2021/22 FORECAST**

	2017/18 Revised Estimate £000	2018/19 Original Estimate £000	2019/20 Forecast £000	2020/21 Forecast £000	2021/22 Forecast £000	5 Year Total £000
Receipts Generation						
Housing Revenue Account	5,571	4,346	4,346	4,346	4,346	22,955
General Fund	823	5,852	871	0	0	7,546
Total Receipts	6,394	10,198	5,217	4,346	4,346	30,501
Receipts Analysis						
Usable Receipts	1,683	7,099	2,118	726	1,351	12,977
Available for Replacement Homes	3,697	2,101	2,101	2,101	0	10,000
Payment to Govt Pool	1,014	998	998	1,519	3,314	7,843
Total Receipts	6,394	10,198	5,217	4,346	4,665	30,820
Usable Capital Receipt Balances						
Opening Balance	0	0	4,030	0	0	0
Usable Receipts Arising	5,341	8,662	3,682	2,289	2,289	22,263
Use of Capital Receipts	(5,341)	(4,632)	(7,712)	(2,289)	(220)	(20,194)
Closing Balance	0	4,030	0	0	2,069	2,069

Appendix 6(b)

**MAJOR REPAIRS RESERVE
2017/18 to 2021/22 FORECAST**

	2017/18 Revised Estimate £000	2018/19 Original Estimate £000	2019/20 Forecast £000	2020/21 Forecast £000	2021/22 Forecast £000	5 Year Total £000
Opening Balance	12,705	10,224	6,767	5,650	4,766	12,705
Major Repairs Allowance	7,776	7,850	7,950	7,950	7,950	39,476
Use of MRR	(10,257)	(11,307)	(9,066)	(8,834)	(6,834)	(46,299)
Closing Balance	10,224	6,767	5,650	4,766	5,882	5,882

Appendix 6(c)

**HRA SELF FINANCING RESERVE
2017/18 to 2021/22 FORECAST**

	2017/18 Revised Estimate £000	2018/19 Original Estimate £000	2019/20 0 £000	2020/21 0 £000	2021/22 Forecast £000	5 Year Total £000
Opening Balance	12,720	10,487	7,792	4,039	4,039	12,720
Contribution from HRA	0	0	0	0	1,096	1,096
Use of Self Financing Reserve	(2,233)	(2,695)	(3,753)	0	0	(8,681)
Closing Balance	10,487	7,792	4,039	4,039	5,135	5,135

Report to the Cabinet

Report reference: C-036-2017/18
Date of meeting: 7 December 2017



**Epping Forest
District Council**

Portfolio: Planning and Governance
Subject: Resourcing the delivery of the Local Plan
Responsible Officer: Derek Macnab (01992 564ext).
Democratic Services Officer: Gary Woodhall (01992 564470).

Recommendations/Decisions Required:

- (1) That the Cabinet agrees the establishment of a Strategic Sites Implementation Team to ensure the effective delivery of the required growth in housing and employment with supporting infrastructure, proposed in the new Local Plan.
- (2) That a bid is made for 2 years District Development Fund support of £278,010 per annum in the 2018/19 budget, subject to review in 2019/20 for the 2020/21 budget once the ongoing revenue requirements are fully established, taking into consideration income streams realised.
- (3) That work commences on the development of suitable Job Descriptions and Job Evaluation undertaken to enable recruitment to commence for the new roles as soon as possible after resourcing agreed, in order to demonstrate commitment and progress at the Examination in Public.
- (4) That the location of the new delivery team within the Council's management structure is determined as part of the Council's new People Strategy.

Executive Summary:

As a result of the publication of the Government's proposed standardised methodology for the assessment of housing need, the Council has decided to bring forward the publication of the Regulation 19 Plan to December 2017, in order to ensure submission of the final Plan for Examination before the end of March 2018.

In order for the new Local Plan to be found sound at an Examination in Public, the Planning Inspector will need to be assured that the Plan is capable of being practically delivered. Key to this is the partnership approach to the development of major sites through masterplanning. This is an approach that the Council has previously agreed. Arising from a skills audit of the Council's current capacity, this report seeks additional resources in order that personnel with the appropriate skills and experience can be recruited to commence this important work.

Reasons for Proposed Decision:

Up until this point, the Council's resources have been focused on the production of the policies and proposals that form the Draft Local Plan. It is now necessary to prepare for how

the Plan will be delivered once it is approved. Work needs to commence in advance of the proposed Examination In Public to provide assurance to the Planning Inspector that the Council can deliver growth and supporting infrastructure in the timescales indicated.

Other Options for Action:

An alternative approach to the recruitment of in-house expertise would be to utilise external consultants. However, this approach would be more expensive, less flexible and tie up scarce resource in the management and procurement of the work.

Report:

1. In light of the Government's proposed standardised methodology for the assessment of housing need published on 14 September 2017, the Council has decided to bring forward the publication of the Submission Plan to December 2017 (see Cabinet Report of 12 October 2017 with revised Local Development Scheme) in order to ensure submission of the Plan for examination before the end of March 2018. This is to make use of the transitional arrangements enabling the Council to submit a plan on the current assessed housing need of 518 homes per year, rather than the 923 homes per year which the standardised methodology has calculated. As a result of these decisions the timeline for the preparation of the Regulation 19 Plan has been accelerated and will be taken to Full Council on 14 December 2017 for approval.

2. Epping Forest District Council has been preparing its Local Plan for a considerable number of years. The process as prescribed within the National Planning Policy Framework involves the extensive collection of evidence, co-operation with Neighbouring Authorities and other stakeholders, public consultation and engagement with landowners and developers. The development of the Plan to date has incurred significant cost and has been resource intensive, for not only staff within Policy Planning but across the Council corporately.

3. Up until this point, the Council's resources have been primarily focused on the production of the policies and proposals that form the Draft Local Plan, with less emphasis on how the Plan will be practically delivered once it is approved. However, in order for the Draft Local Plan to be found "sound" by an Inspector at the forthcoming Examination in Public the Council must be able to demonstrate that the proposals in the Plan are viable and that they will be delivered. The Council has already given thought to this and in a report to Cabinet entitled, EFDC Local Plan – Implementation on the 15th June 2017, when it was agreed that a masterplanning approach will be taken to the development of strategic sites and that Planning Performance Agreements will be introduced for the purposes of managing complex planning applications. A draft Planning Performance Agreement (PPA) framework was also approved as part of this report, which places the Council in a good position to introduce PPAs as soon as it is able. In terms of external engagement, the Council has set up Two Developer Forums, one for strategic sites including those around Harlow (which will become the Garden Town Forum) and one for other smaller sites in the District. The Strategic Forum will allow developers and other stakeholders to engage with the Council to discuss how to bring forward allocated major sites for development, within the plan period.

4. However, these arrangements alone are unlikely to be sufficient to convince an Inspector that Epping Forest D.C will deliver the development of 11,400 new homes in the remaining 15 year plan period. The Inspector will want to be assured that there is a rolling 5 year land supply capable of meeting the identified housing need. Furthermore, in order to meet the housing targets required by national policy the Council will have to demonstrate that it can achieve a dramatic improvement in the number of new homes brought forward annually. The annualised average requirement for new housing in the district is approximately

518. However, over the past years only 150 – 220 dwellings per annum have been delivered, leaving the Council with a significant shortfall of approximately 1500 dwellings for the years 2011 – 2017. This shortfall must also be delivered in the Plan period. If the Council wishes to convince an inspector that it can deliver on the proposed delivery trajectory, then work needs to start now to bring forward the strategic sites for development within the first 5 years of the plan. The same is true also for the provision of new jobs, although the pressure to demonstrate how new jobs will be provided has lessened slightly compared with housing due to the role of Local Enterprise Partnerships in delivering these and the consistently high profile given to the national housing shortage.

5. Key to achieving the early delivery of significant numbers of new housing and jobs is the need for clarity about the type, extent and cost of new supporting infrastructure for roads, schools, health and leisure facilities and how this will be funded. An Inspector will want to be assured that the Council understands what supporting infrastructure is needed, that it has identified possible funding sources and that it has commenced partnership working with other responsible bodies to bring forward new provision in a timescale that will support and not hinder the delivery of major housing and employment sites. The Draft Local Plan also sets out other ambitions for the District, including promotion of its town and district centres, an increase in visitor numbers and the protection and enhancement of the natural environment. For all these elements, the Council will be required to show how it intends to implement the policies and proposals in the Local Plan.

6. In order for the Council to show that it is able to deliver the proposals in the Local Plan, particularly housing, on which there is a national focus, it will need to demonstrate not only corporate commitment to delivery, but that work to bring forward key sites is well underway and that barriers to development are being removed on sites that are programmed for implementation in the first five years of the plan period. This means that work to bring forward the first tranche of sites for development must be progressed well in advance of the examination.

7. The Draft Local Plan sets out proposals for the delivery of 11,400 new homes on a number of allocated sites throughout the District, to include the four strategic site allocations on the border with Harlow. Many of the smaller sites will be delivered by the private sector without facilitation by the Local Authority and the development management policies set out in the plan will be sufficient to ensure that the standard of development complies with the Council's requirements for this. In addition, The Council owns a significant number of sites throughout the district that will need to be brought forward by the Local Authority in its role as landowner, which is entirely separate from the Council's role as Local Planning Authority. Since the Council has control of these sites the task of bringing forward development in accordance with the Local Plan should be less complicated provided that the appropriate skills and resources are available in the Council's estates and property service.

8. However, for the larger, more complex strategic sites, local leadership, partnership working and technical support from the Council will be needed to bring forward schemes that meet the design and quality standards set out in the Local Plan. As larger sites are more commercially attractive to the major house builder, there is a risk, that if the Council fails to take a leading role in bringing forward these sites, developers will seek to develop them solely to maximise profit. Without engagement, the Council's sphere of control would be limited to consideration of the planning application only therefore sacrificing its influence over the provision of new road, transport and social infrastructure necessary to support new communities in addition to detailed design considerations.

9. The Council does not necessarily anticipate commissioning masterplans itself (although it may choose to do so for significant sites that it owns) but it will nevertheless need to appoint staff with the relevant skills and experience to advise and articulate the Council's

wishes to any masterplan Consultants appointed by a third party, ensuring that the Council's desired outcomes are achieved in terms of place-making. In order to assess the capability of the Council and its readiness to practically deliver proposals in the Local Plan, an independent skills audit was commissioned. The audit concluded that neither of the two existing planning teams (planning policy and development management) have the capacity to lead on the preparation of masterplans, given the anticipated increase in major planning applications, the extra resources that will be needed to manage Planning Performance Agreements and the continuing demands associated with the finalisation and adoption of the Local Plan. The current organisational split between Development Management and Planning Policy does not help this situation as there is no single overview of the skills and resources available and although co-operation currently exists, staff cannot be deployed with maximum flexibility.

10. The Council Services areas required to contribute significantly to masterplan exercises are: Planning Policy, Development Management, Land Drainage, Estates & Valuation, Countryside Management and Housing Services (with respect to affordable homes). Whilst the audit identified individual staff members with the experience and potential to take a leading role in masterplan preparation, there is no capacity to release these staff for significant periods of time due to the pressure of maintaining existing service provision.

11. In addition, the Estates & Valuation Service does not currently have any permanent specialist staff in the field of development management, which is of particular concern given that a great many of the sites allocated for housing and/or employment in the Draft Local Plan are Council owned and could achieve significant value for the authority. Whilst much of the work to bring forward these sites could be outsourced, it will be necessary to establish an in-house client function to commission, assess the quality and output of work carried out by consultants and to manage the contract.

12. Based on the overall conclusions of the skills audit and experienced gained through the initial engagement with the developer forums and statutory partners, it is proposed that a new Strategic Sites Implementation Team is recruited, composed of the following roles.

Proposed Composition of Strategic Implementation Team:

Implementation Manager	Grade 10
To co-ordinate and manage the work of the team and to take the lead role in liaising with developers	
Principal Planning Officer	Grade 9
To undertake the professional planning technical work in the preparation of masterplans.	
Development Surveyor	Grade 9
To input specialist valuation and development expertise on not only applicants' sites to ensure that land value is utilised effectively to deliver community benefit and infrastructure, but also to undertake a lead role on the Council's own sites.	
Urban Designer	Grade 9
To provide urban design expertise to ensure the quality of future development.	
Land Drainage Engineer	Grade 8
To assist in the negotiation and delivery of sustainable Urban Drainage Schemes (SUD'S) to include ongoing maintenance arrangements.	

Countryside/Conservation Assistant	Grade 5
To release time for the Council's Countryside Manager to provide specialist conservation input into the development of masterplans and major applications to ensure good green infrastructure is provided.	

NB. All indicative grades subject to Job Evaluation.

13. In terms of reporting lines within the Council's Corporate Structure, it is recognised that the Council has commissioned feasibility work from the LGA to inform the emerging People Strategy. The new shape of the Council's Management Structure and preferred Delivery Model should incorporate the new Team, in what is deemed to be the most appropriate location.

Resource Implications:

The annual revenue costs of the new implementation team (taken at midpoint, including on-costs) are as follows:

Implementation Manager	Grade 10	£55,210
Principal Planning Officer	Grade 9	£50,300
Development Surveyor	Grade 9	£50,300
Urban Designer	Grade 9	£50,300
Land Drainage Engineer	Grade 8	£43,970
Countryside/Conservation Assistant	Grade 5	£27,930
TOTAL		£278,010

These annual costs can be significantly offset through developer contributions achieved by Planning Performance Agreements, albeit it must be understood that the Council will be committed to the terms of the agreements. In addition, the Council will be in receipt of large planning applications fees, Section 106 contributions (potentially CIL) SUD's commuted sums, Retention Uniform Business Rates and Council Tax Receipts.

At this stage it is difficult to precisely quantify the cash-flow of these potential revenue streams which depend largely on the Local Development Scheme Timetable and the date and success of the Examination in Public. However, as outlined in the report, progress needs to commence in advance of Examination and therefore District Development funding is requested for 2 years to initiate the work of the delivery team. This DDF funding to be reviewed towards the end of the period i.e. Budget 2020/2021 when the income achieved will be able to be more accurately assessed and the level of ongoing CSB funding required should be more certain. However it is estimated that £40,000 of revenue will be generated in 2018/19 rising to £100,00 in 2019/20

Legal and Governance Implications:

The Local Plan is being developed in accordance with Government Policy (NPPF) and Planning Law. Planning Performance Agreements will be required to be developed between the Council and Landowner/Developers. These will be contractually binding.

Safer, Cleaner and Greener Implications:

The Local Plan contains policy designed to promote the notion of making good places to live, work and visit. This will include safer by design principles, sustainable development, the provision of alternatives to the car, energy efficiency and environmental considerations as well as sustainable drainage systems and quality green infrastructure.

Consultation Undertaken:

The Local Plan has been developed in partnership with other Local Authorities under the Duty to Co-operate, Local Stakeholders and in consultation with residents.

Background Papers:

“Preparing for Delivery”. A report on the Council’s readiness to deliver proposals in the Local Plan: Skills Audit Findings and Assessment of Future Capacity Requirements - Plangent Consulting Ltd – September 2017.

Risk Management:

If the Council was not to take a pro-active stance on the delivery of Masterplans and major applications arising from the Local Plan, there is a real risk of being found unsound at Examination and/or development occurring of a type that does not extract maximum value for the provision of social infrastructure and poor quality development may occur.

Equality Analysis:

Recent case law has indicated that the Due Regard Record system for providing information in reports to Cabinet and Portfolio Holders is insufficient. As a result, the following changes to the process have been introduced:

- the Due Regard Record will no longer be used; and
- an equality impact assessment will now be provided to accompany reports.

An equality impact assessment (also known as equality analysis) relating to the subject of the report must be undertaken. This must be a relatively recent assessment and must include information relevant to the report. Assessments must be evidenced based, meaning that information and data should be used in the assessment of impact. The assessment should be thorough and generate good quality information of impact. Assessment of impact must be timely and provide information on the impact of the subject of the report. A written record must be made of the assessment of impact. The whole assessment must be included as an appendix to the report, a summary is not sufficient.

The following ‘must read’ statement will included in the ‘Resource Implications’ section of the report:

“The Equality Act 2010 requires that the Public Sector Equality Duty is actively applied in decision-making. This means that the equality information provided to accompany this report is essential reading for all members involved in the consideration of this report. The equality information is provided at Appendix ??? to the report”.

Equality analysis report

Use this report template to record your equality analysis. This report is a written record that demonstrates that you have shown *due regard* to the need to **eliminate unlawful discrimination, advance equality of opportunity and foster good relations** with respect to the personal characteristics protected by equality law. Due regard must be paid at formative stages of policy or service development, changes, or withdrawal.

To assist you in completing this report, please ensure you read the guidance notes in the Equality Analysis Toolkit and refer to the following Factsheets:

- Factsheet 1: Equality Profile of the Epping Forest District
- Factsheet 2: Sources of information about equality protected characteristics
- Factsheet 3: Glossary of equality related terms
- Factsheet 4: Common misunderstandings about the Equality Duty
- Factsheet 5: Frequently asked questions
- Factsheet 6: Reporting equality analysis to a committee or other decision making body

If you require further help, please contact the Performance Improvement Unit.

Step 1. About the policy, service change or withdrawal

Name of the policy, service or project: <i>be specific</i>	Resourcing Delivery of Local Plan
Revised / new / withdrawal:	New
Intended aims / outcomes/ changes:	Appointment of Specialist Staff
Relationship with other policies / projects:	Local Plan
Name of senior manager for the policy / project:	Derek Macnab
Name of policy / project manager:	Alison Blom-Cooper

Step 2. Decide if the policy, service change or withdrawal is equality relevant

<p>Does the policy / project / service process involve, or have consequences for employees or other people? If yes, please state who will be affected. If yes, then the policy / project is equality relevant.</p> <p>If no, state your reasons for this decision. Go to step 7.</p> <p><i>The majority of Council policies and projects are equality relevant because they affect employees or our communities in some way.</i></p>	<p>If yes, state which protected groups: Yes</p> <p>All residents affected by Local Plan Growth. Statutory Requirement to complete a full blown Equality Impact Analysis for the Local Plan which is being developed for Regulation 19 Submission. This will cover all consequences.</p>
	<p>If no, state reasons for your decision:</p>

Step 3. Gather evidence to inform the equality analysis

What evidence have you gathered to help you understand the impact of your policy or service change or withdrawal on people? What does your evidence say about the people with the protected characteristics? If there is no evidence available for any of the characteristics, please explain why this is the case, and your plans to obtain relevant evidence. Please refer to Factsheet 2 '*Sources of evidence for the protected characteristics*'

<i>Characteristic</i>	<i>Evidence (name of research, report, guidance, data source etc)</i>	<i>What does this evidence tell you about people with the protected characteristics?</i>
Age		
Dependents / caring responsibilities		
Disability		
Gender reassignment		
Marriage and civil partnership		
Pregnancy and maternity		
Race / ethnicity		
Religion or belief		
Sex		
Sexual orientation		

Steps 4 & 5 Analyse the activity, policy or change (*The duty to eliminate unlawful discrimination*)

Based on the evidence you have analysed, describe any actual or likely adverse impacts that may arise as a result of the policy decision. Where actual or likely adverse impacts have been identified, you should also state what actions will be taken to mitigate that negative impact, ie what can the Council do to minimise the negative consequences of its decision or action.

<i>Characteristic</i>	<i>Actual or likely adverse impacts identified</i>	<i>Actions that are already or will be taken to reduce the negative effects identified</i>
Age		
Dependents / caring responsibilities		
Disability		
Gender reassignment		
Marriage and civil partnership		
Pregnancy and maternity		

Race / ethnicity		
Religion or belief		
Sex		
Sexual orientation		

Step 6.

The duty to advance equality of opportunity

Can the policy, service or project help to advance equality of opportunity in any way? If yes, provide details. If no, provide reasons. *(Note: not relevant to marriage and civil partnership)*

<i>Characteristic</i>	<i>Ways that this policy, service or project can advance equality of opportunity</i>	<i>Why this policy, service or project cannot help to advance equality of opportunity:</i>
Age		
Dependents / caring responsibilities		
Disability		
Gender reassignment		
Pregnancy and maternity		
Race / ethnicity		
Religion or belief		
Sex		
Sexual orientation		

The duty to foster good relations

Can the policy, service or project help to foster good relations in any way? If yes, provide details. If no, provide reasons. *(Note: not relevant to marriage and civil partnership)*

<i>Characteristic</i>	<i>How this policy, service or project can foster good relations:</i>	<i>Why this policy, service or project cannot help to foster good relations:</i>
Age		
Dependents / caring responsibilities		
Disability		
Gender reassignment		
Pregnancy and maternity		
Race / ethnicity		
Religion or belief		
Sex		
Sexual orientation		

Step 7. Documentation and Authorisation

Summary of actions to be taken as a result of this analysis (add additional rows as required):	Name and job title of responsible officer	How and when progress against this action will be reported
1.		
2.		
3.		

Name and job title of officer completing this analysis:	Derek Macnab Director of Neighbourhoods & Deputy Chief Executive
Date of completion:	
Name & job title of responsible officer: (If you have any doubts about the completeness or sufficiency of this equality analysis, advice and support are available from the Performance Improvement Unit)	Derek Macnab Director of Neighbourhoods & Deputy Chief Executive
Date of authorisation:	7 November 2017
Date signed copy and electronic copy forwarded to PIU equality@eppingforestdc.gov.uk	

Step 8. Report your equality analysis to decision makers:

Your findings from this analysis (and any previous analysis) must be made available to a decision making body when it is considering the relevant service or policy.

Therefore you must:

- reflect the findings from this analysis in a 'Due Regard Record' (template available), and attach it as an appendix to your report. The Record can be updated as your policy or service changes develop, and it exists as a log of evidence of due regard;
- Include this equality information in your verbal report to agenda planning groups or directly to portfolio holders and other decision making groups.

Your summary of equality analysis must include the following information:

- if this policy, service change or withdrawal is relevant to equality, and if not, why not;
- the evidence base (information / data / research / feedback / consultation) you used to help you understand the impact of what you are doing or are proposing to do on people with protected characteristics;
- what the evidence base (information / data / research / feedback / consultation) told you about people with protected characteristics;

- what you found when you used that evidence base to assess the impact on people with the protected characteristics;
- whether or not your policy or service changes could help to advance quality of opportunity for people with any of the protected characteristics;
- whether or not your policy or service changes could help to foster good relations between communities.

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Report to the Cabinet

Report reference: C-037-2017/18
Date of meeting: 7 December 2017



Portfolio: Safer, Greener and Transport

Subject: Proposal for increased Policing or 'uniformed' presence in the District

Responsible Officer: Julie Chandler (01992 564214)

Democratic Services: Gary Woodhall (01992 564470)

Recommendations:

- (1) That further discussion takes place with Essex Police to fully determine the options and implications of the Council funding two police officers as part of a hybrid model of operation to improve levels of policing in the District;**
- (2) That, as a short term measure, Parkguard security company be appointed to provide regular uniformed patrolling of the District during the period 2 January 2018 to March 31 2018, subject to further review, and that Sections 5 and 10 of the Council's Procurement Rules be waived accordingly;**
- (3) That a recommendation be made to Council for a Supplementary Estimate of £25,000 in the current financial year (2017/18), to cover the costs of (2) above; and**
- (4) That appropriate budget provision be made for the commissioning of a service on a longer-term basis from 2018/19.**

Executive Summary:

Over the last 18 months, the Council has seen a significant increase in the number of youth nuisance incidents in the district and cases of general anti-social behaviour (ASB) amounting to 10% more than in the previous year. In addition, the level of recorded crime and violence has increased. It appears that this has been a result of the reduction in Essex Police resources from 2015/16, which has seen the number of community police officers in the Epping Forest District reduced by about 50%, together with the sale of Waltham Abbey and, proposed sale of Epping and Ongar police stations and the closure of custody and front office facilities at Loughton Police Station.

Recent examples of the escalation in serious youth nuisance and ASB problems include incidents over Halloween and in Waltham Abbey and Epping, where large groups of young people have behaved in intimidating and threatening ways, which has led to the council's Community Safety Team using a range of powers including closure orders, injunctions and Community Protection Notices (CPNs). Although these particular issues have been addressed very well by the Council's Community Safety Team, working closely with the Community Policing Team, there is a real problem across the whole of the District and this has caused unrest and concern amongst many of the District's communities.

The Leader of Council and Portfolio Holder for Safer, Greener and Transport therefore requested the Assistant Director (Community Services and Safety) to investigate potential options to address these ongoing issues in the District and this report considers the main options.

In consultation with the Portfolio Holder, the following potential options have been investigated:

1. EFDC to commission a private security company who are accredited by the local police service under the Community Safety Accreditation Scheme (CSAS) (Uniformed Organisation) to undertake regular patrolling and targeted work;
2. EFDC to pay for a number of additional Police Officers for the district, who would be employed by Essex Police, but tasked through the Council's Community safety Team.
3. A hybrid of options 1 & 2 above, plus provision of a range of youth engagement work.

This report provides details of the costs and implications of each option and recommends a suggested way forward..

Reasons for Proposed Decision:

With an evident lack of visible policing within local communities in the District, groups of young people and other adult individuals are gaining confidence in their ability to disrupt communities, intimidate other local residents and committing crime. It is recognised that these problems will continue to escalate unless action is taken to engage with perpetrators and challenge anti-social behaviour with the ability to impose enforcement sanctions when necessary.

Other Options for Action:

To do nothing, or for the Council to lobby the Police Fire and Crime Commissioner to provide additional policing, from funds accumulated through the sale of Police Stations in the Epping Forest District.

Report:

Background

1. In 2015/16, the Chief Constable of Essex Police and the Police and Crime Commissioner published a new blueprint for the provision of police resources across Essex, which included a complete re-organisation of how police resources would be deployed across the county. This was as a result of a projected £63 million cut in police grants by 2019/20.

2. One of the main elements of the new blueprint was a significant reduction in police officers across the County including in the Epping Forest & Brentwood area; this saw the number of community officers reduced by 19, leaving an establishment of one local policing and partnership Inspector, two Sergeants, ten Constables and ten PCSOs across the two areas. A growth post has just provided a Constable working from Brentwood covering rural issues across both districts.

3. In addition, Waltham Abbey, Epping and Ongar Police Stations were closed pending being sold and Loughton Police Station had custody and front office facilities closed and remains the sole operational policing base in the District. The nearest front office facility for the District is now located at Harlow Police Station.

4. Since the implementation of the new policing arrangements, we have seen a gradual increase in the number of incidents of youth nuisance across the District, particularly in Waltham Abbey and Epping. This has included anti-social behaviour and threatening behaviour towards members of the public.

5. In addition, a comparison of all recorded crime in the rolling 12 months to September 2016 compared to September 2017 shows a rise from 7,712 offences to 9,122 offences, an increase of 18.3%. This includes a range of new and emerging issues include 'mate crime', whereby older and other vulnerable people are targeted in order to commit financial and other abuse.

6. During the period October 2015 – September 2016, the Council's Community Safety Team recorded 376 ASB investigations. The period October 2016 – September 2017, saw 409 investigations, which represents an increase of 10.5%. In addition, in 2017, the Community Safety Team has recorded seven applications for ASB Case Reviews (Community Triggers), of which two met the threshold for further action (both at Hillhouse, Waltham Abbey). This compares to just one application in each of the previous 2 years.

Examples of Youth Nuisance

7. In Epping, earlier in the year, reports were made to the Council of a large group of young people at the lake in Theydon Grove, who were taking 'legal high' drugs and intimidating local residents. The Community Safety Team worked with the Council's Countrycare team to clear the area of shrubs and bushes, in order that the site was visible from the road and linked with the local Community Policing Team to identify the key ringleader. A visit was then made to the young person's home, his parents spoken to about his behaviour and a Behaviour Contract drawn up.

8. In Waltham Abbey, several incidents arose when the Hillhouse Community Centre was boarded ready for demolition as part of the re-development of the site for the new leisure centre. Young people were reported climbing onto the roof of the centre and also on the roofs of local flats adjacent to the site. CCTV was deployed immediately by the Council, but this was destroyed straight away by youths and security patrols by Parkguard were therefore commissioned.

9. A Strategic Action Plan was developed by the Community Safety Team in conjunction with the Police, which has seen a range of interventions applied to the area, including the deployment of Parkguard to patrol Hillhouse and Ninefields in general. However, following further issues of intimidation, threatening behaviour and hate crime towards local residents, several perpetrators were jointly targeted by the Community Safety Team and the Police and were arrested, where evidence permitted. The imposition of bail conditions prohibiting them from the area alleviated some of the problems which had been experienced.

10. As part of the Action Plan, the Council's CCTV Officer commissioned the production of a special protective cage for a CCTV camera and this was installed at the site at the end of September. This has been a deterrent to the youths, although they

continue to congregate elsewhere in the area. Also, targeted work was arranged for the Halloween and Fireworks period.

11. It has been evidenced that this joint and strategic working between the Council, Police and Parkguard has been successful in significantly reducing youth nuisance and ASB at Hillhouse; so much so, that local residents who were original complainants, have contacted the Council and thanked officers for the great improvement that it has made to their lives. However, as a longer term solution to ASB in this area, work is also in progress to install a secure door with voice entry to access the flats and stairwells above the shops at Hillhouse, in order to prevent general access, and anti-climb solutions to prevent youths from getting on to the roofs.

12. As stated, these are not the only areas where youth nuisance and criminal activity has escalated in the District, albeit on a range of scales, and it is evident that the lack of police resources has left an opening for some young people and others, to cause problems and distress in their communities.

13. This includes incidents elsewhere in the District, including Loughton, where a resident was recently robbed at knife point, highlighting the seriousness of the escalation in crime across the District. It is therefore suggested that a regular, additional uniformed presence - whether by a security company or additional police officers- would serve to reduce these random attacks and general ASB issues, due to a greater visibility of 'policing' in the community.

14. Whilst the main role of this new resource would be to help prevent ASB and other local criminality, there are a range of other benefits to the Council of providing such a service. If it was to employ Police Officers, who would be fully warranted, the Council would be able to use this resource for a wide range of enforcement work, for which it currently has to rely on the Community Policing Team. Often this work is held up due to the lack of availability of Police Officers, but if the Council was able to task its own police officers, they could be utilised for the following Council work (although this is not an exhaustive list):

- To assist Council Officers serving court papers on high risk individuals
- To provide support and effect 'entry' to properties for the Corporate Fraud Team
- To support the eviction of violent tenants
- To provide 'cocooning' work where burglaries take place
- To support planning enforcement, illegal developments etc
- To support officers dealing with issues of land drainage, contaminated land, private water supply etc
- To support officers conducting property inspections in regard to tenant issues and Council Tax recovery
- To support the Environmental Enforcement Team for illegal gypsy and traveller encampments
- To carry out enforcement action by arresting persons breaching closure orders, injunctions or criminal behaviour orders.
- To enforce Public Spaces Protection Orders (PSPOs) which are not currently used due to the lack of ability to enforce.
- Ability to stop vehicles and ascertain ownership, with a power of seizure if justified
- Ability to check individuals and ascertain name and address to determine if wanted or are a danger to the public
- Ability to issue on the spot fixed penalty notices

- Ability to arrest offenders through targeted operations and patrols and deal with them to the point of prosecution
- Power to stop and search for weapons, drugs or stolen property

15. The Cabinet is therefore asked to:

- Note the following options that have been rejected; and
- Consider the potential options and agree the recommendation proposed.

Options Considered but Rejected

16. As a starting point, the employment of additional PCSOs was considered and rejected. This was on the basis that Norfolk Constabulary is currently reviewing the use of its 150 PCSOs because the cost of a PCSO is only £1,800 less than a Police Constable and they have limited enforcement powers, as opposed to fully warranted officers. Having identified an unparalleled growth in complex crime in their County, they are considering replacing PCSOs with Police Officers and other civilian staff. If they proceed with this approach it is likely that other forces may follow this.

17. The use of existing staff, including Environment and Neighbourhood Officers and Community Safety staff, was considered thoroughly, but rejected for the following reasons:

- These officers are already working to capacity and with the ongoing increase in the level of youth nuisance, ASB and fly-tipping across the District, it is suggested that these resources will be stretched even further.
- Both teams already operate a 24/7 call out service over 365 days of the year for CCTV emergencies and noise complaints.
- EFDC staff have limited powers of enforcement.
- Service resilience would be dependent on regular staff availability during daytime and evening hours.
- Staff would need to be trained in risk management and personal safety and liveried vehicles and uniforms would be needed.

18. The following three options are however considered potentially viable for the Council's needs.

Option 1. EFDC to commission a private security company who are accredited by the local police service under the Community Safety Accreditation Scheme (CSAS) to provide regular, uniformed patrols of the district;

19. The Council has previously employed the services of Parkguard Ltd who are a CSAS accredited private security company. From experience of using this company the following observations can be made:

- (a) Parkguard staff are fully trained and CSAS Accredited;
- (b) The service is resilient due to the number of staff employed by the organisation;
- (c) The service is uniformed in a style very similar to the Police and has a high visibility profile;

- (d) The Council has successfully used Parkguard for a range of patrolling and targeted work across areas of the district over the last 10+ Years;
- (e) Neighbouring authorities including Broxbourne Borough Council and Lea Valley Park utilise Parkguard on a regular basis and also find them to provide a good, cost effective service
- (f) Parkguard has the ability to increase resources and provide Dog Patrols and a range of other services, if the security service needs enhancing;
- (g) The company also has a good reputation for its positive engagement with young people through its outreach youth provision.

Financial Implications

20. Parkguard has a range of prices depending on what services are provided. However, for a double crew, liveried vehicle and dog (where needed) this would be approximately £125,000 per annum for 47 hours per week, or £92,665 for 36 hours per week. There would also be flexibility in how this service could be provided, including adding youth intervention and targeted work etc.

21. The advantages of using/employing CSAS accredited staff are set out in the Home Office document 'Community Safety Accreditation Scheme Powers' <https://www.gov.uk/government/publications/community-safety-accreditation-scheme-powers>.

22. The Council has commissioned the services of Parkguard on an adhoc basis over the last 10 years to address key issues in the district, including as a response to community unrest after stabbings and shootings at Limes Farm and more recently, to address youth nuisance and ASB in Waltham Abbey. All of this work has been funded through a range of budgets, as available, but a targeted service could be managed more effectively. NB. Several Parish and Town Councils have commissioned Parkguard for a range of security services over the last two years.

Option 2. EFDC to pay for three Police Officers, who would be employed by Essex Police, but would be a dedicated resource for the Council under a Service Level Agreement, and tasked and deployed by the Community Safety Team.

23. A dedicated Police resource for the district could provide the most impact across the District's communities, at a similar cost to a security company, but with full powers of arrest. The officers would be tasked according to local priorities each day, but would also be available to support Council officers in specific work as identified in the main body of this report.

24. A Service Level Agreement would be drawn up between the Council, Essex Police and the Police Fire and Crime Commissioner based on a similar agreement currently used for policing of Lakeside Shopping Centre in Thurrock. The SLA would specify the Council's requirements for the posts and it is suggested that this would be on the basis of a three year pilot. It is however understood that there is a clause in the Lakeside agreement that, should an emergency arise elsewhere in Essex, the Chief Constable has authority to redeploy the officers to the emergency and this would also apply to any police officers paid for by the Council.

Financial Implications

25. Each Police Constable would be at a cost of £55,000 to the Council per annum, including on-costs. It is understood that the costs of a Sergeant would be approximately £75,000 pa. Therefore, the Council could choose to have a Sergeant and two constables at a total cost of £185,000 per annum.

Option 3. A hybrid of Options 1 & 2, plus Youth Engagement work

26. The Council could consider a hybrid of the two options, which could include two Police Officers, plus a security company to be commissioned to undertake targeted work such as dog patrols or youth engagement. In addition, the Council could invest more funding in its targeted work in schools such as Crucial Crew and Reality Roadshow with the opportunity to bring in specialists in online safety and gangs work. The following provides a breakdown of costs for these options;

Two Police Constables	£110,000
Security company targeted work	£ 35,000
Enhancement of Crucial Crew/ Reality Roadshow	£ 15,000
Total (pa)	<u>£160,000</u>

Potential Drawbacks of Commissioning the Police or a Security Company in the District

27. It could be perceived that the Council is replacing the responsibility for the police to provide the service.

28. Essex Police could become reliant on EFDC to pick up the costs for a core policing function which should be funded from precept.

29. There is a risk that Essex Police could reduce the number of their own officers dedicated to EFD because of the deployment of funded officers or security staff.

Summary

30. Having considered these options, the following recommendations are made:

(1) That the Council employs Parkguard Security Company to undertake short-term patrolling and youth engagement work across the District for the period January to March 31st 2018, to the value of £25,000 (rec. 3.), which would be subject to subsequent review. A Supplementary Estimate is required for this funding as identified at recommendation 4. of this report and the Council's Procurement Rules need to be waived, as this could take the commissioning of Parkguard above the threshold, above which at least three quotations would be required

(2) During this period, officers will have a further dialogue with Essex Police, to fully determine the costs and implications of funding additional dedicated police officers and this discussion will seek:

(3) Clarification of cover arrangements for EFDC funded police officers, in relation to sickness, training and annual leave;

(4) Confirmation of likely abstraction rates;

- (5) Clarification of tasking and tasking management of the EFDC-funded police officers;
- (6) Guarantees that general policing levels will remain in line with the establishment formula for the area;
- (7) Consideration of requirements for specialist equipment storage required e.g. CS Gas, Taser, uniforms and vehicles; and
- (8) Development of a draft Service Level Agreement for consideration by Members.

Resource Implications:

As identified in this report.

Legal and Governance Implications:

Essex Police receives a Precept to provide Community Policing within the Epping Forest District and is responsible for the governance of local policing.

Safer, Cleaner and Greener Implications:

This report relates wholly to Community Safety.

Consultation Undertaken:

Consultation with internal EFDC colleagues and local Police Inspector.

Background Papers:

None.

Risk Management:

It has been identified that youth nuisance and anti-social behaviour are becoming more prevalent in the district and this report seeks to provide options to assist with the reduction of risk within local communities of the district. Anti-social behaviour has been identified as a priority of Epping Forest District Community Safety Partnership every year in its annual Strategic Assessment since 2008.

Equality Analysis:

The Equality Act 2010 requires that the Public Sector Equality Duty is actively applied in decision-making. This means that the equality information provided to accompany this report is essential reading for all members involved in the consideration of this report. The equality information is provided at Appendix 3 to the report.

Equality Impact Assessment

1. Under s.149 of the Equality Act 2010, when making decisions, Epping District Council must have regard to the Public Sector Equality Duty, ie have due regard to:
 - eliminating unlawful discrimination, harassment and victimisation, and other conduct prohibited by the Act,
 - advancing equality of opportunity between people who share a protected characteristic and those who do not,
 - fostering good relations between people who share a protected characteristic and those who do not, including tackling prejudice and promoting understanding.
2. The characteristics protected by the Equality Act are:
 - age
 - disability
 - gender
 - gender reassignment
 - marriage/civil partnership
 - pregnancy/maternity
 - race
 - religion/belief
 - sexual orientation.
3. In addition to the above protected characteristics you should consider the cross-cutting elements of the proposed policy, namely the social, economic and environmental impact (including rurality) as part of this assessment. These cross-cutting elements are not a characteristic protected by law but are regarded as good practice to include.
4. The Equality Impact Assessment (EqIA) document should be used as a tool to test and analyse the nature and impact of either what we do or are planning to do in the future. It can be used flexibly for reviewing existing arrangements but in particular should enable identification where further consultation, engagement and data is required.
5. Use the questions in this document to record your findings. This should include the nature and extent of the impact on those likely to be affected by the proposed policy or change.
6. Where this EqIA relates to a continuing project, it must be reviewed and updated at each stage of the decision.
7. All **Cabinet, Council, and Portfolio Holder reports must be accompanied by an EqIA**. An EqIA should also be completed/reviewed at key stages of projects.
8. To assist you in completing this report, please ensure you read the guidance notes in the Equality Analysis Toolkit and refer to the following Factsheets:
 - Factsheet 1: Equality Profile of the Epping Forest District
 - Factsheet 2: Sources of information about equality protected characteristics
 - Factsheet 3: Glossary of equality related terms
 - Factsheet 4: Common misunderstandings about the Equality Duty
 - Factsheet 5: Frequently asked questions
 - Factsheet 6: Reporting equality analysis to a committee or other decision making body

Section 1: Identifying details

Your function, service area and team: Community Services – Community Safety

If you are submitting this EqIA on behalf of another function, service area or team, specify the originating function, service area or team: N/A

Title of policy or decision: Authority to commission additional policing or security company resources, in order for them to patrol, deter crime and ASB in the district and apply enforcement where required.

Officer completing the EqIA: Julie Chandler Tel: 01992 564214 Email: jchandler@eppingforestdc.gov.uk

Date of completing the assessment: 23/11/17

Section 2: Policy to be analysed

2.1 Is this a new policy (or decision) or a change to an existing policy, practice or project? This is a new decision, which is a change to usual service provision of the Council.

2.2 Describe the main aims, objectives and purpose of the policy (or decision):
The report is in three main parts;
To seek authority from Cabinet to appoint a security company on an interim basis, to provide patrolling of key areas in the district where incidences of ASB, Youth Nuisance and crime are high.
To agree funding for this proposal and authority to waive CSO's in respect of procurement
To consider future needs in respect of local policing and patrolling.

What outcome(s) are you hoping to achieve (ie decommissioning or commissioning a service)?
Commissioning an interim service initially and then potentially a more permanent solution to support the reduction of crime and ASB in the district.

2.3 Does or will the policy or decision affect:

- service users
- employees
- the wider community or groups of people, particularly where there are areas of known inequalities?

The decision to proceed with the recommendations of the report, will affect the wider community in a positive way in that it is expected to see a reduction in crime, youth nuisance and general ASB

It will not negatively impact on the protected characteristic groups.

Will the policy or decision influence how organisations operate?

No.

2.4	Will the policy or decision involve substantial changes in resources? The initial decision required in the report will involve a supplementary estimate of £25,000 in 2016/17 (Jan- March) for provision of security services and youth engagement work.
2.5	Is this policy or decision associated with any of the Council's other policies and how, if applicable, does the proposed policy support corporate outcomes? The decision to appoint a security company will meet the Council's Corporate Plan aims in terms of keeping people safer and reducing fear of crime.

Section 3: Evidence/data about the user population and consultation¹

As a minimum you must consider what is known about the population likely to be affected which will support your understanding of the impact of the policy, eg service uptake/usage, customer satisfaction surveys, staffing data, performance data, research information (national, regional and local data sources).

3.1	<p>What does the information tell you about those groups identified? There are no implications for protected characteristic groups. The impact on all people in the communities of the district will be positive, as they will benefit from the provision of enhanced security and visible patrolling, which will provide a deterrent to ASB and crime in general and a reduction in fear of crime.</p>
3.2	<p>Have you consulted or involved those groups that are likely to be affected by the policy or decision you want to implement? If so, what were their views and how have their views influenced your decision? The report and decision is in response to community unrest in relation to ASB and the Council's awareness of the significant escalation in local concerns. Several public events have been held as a result of public outcry and the communities have sought reassurance from the Council that additional security will be made available.</p>
3.3	<p>If you have not consulted or engaged with communities that are likely to be affected by the policy or decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary: As above.</p>

Section 4: Impact of policy or decision

Use this section to assess any potential impact on equality groups based on what you now know.

Description of impact	Nature of impact Positive, neutral, adverse (explain why)	Extent of impact Low, medium, high (use L, M or H)
Age	<p>P The commissioning of a security company will also include positive engagement work with young people, in order to encourage them not to commit crime and ASB.</p>	M
Disability	None	
Gender	None	
Gender reassignment	None	
Marriage/civil partnership	None	
Pregnancy/maternity	None	

Race	None	
Religion/belief	None	
Sexual orientation	None	

Section 5: Conclusion

		Tick Yes/No as appropriate	
5.1	Does the EqlA in Section 4 indicate that the policy or decision would have a medium or high adverse impact on one or more equality groups?	No X <input type="checkbox"/>	
		Yes <input type="checkbox"/>	If ' YES ', use the action plan at Section 6 to describe the adverse impacts and what mitigating actions you could put in place.

Section 6: Action plan to address and monitor adverse impacts

What are the potential adverse impacts?	What are the mitigating actions?	Date they will be achieved.

Section 7: Sign off

**I confirm that this initial analysis has been completed appropriately.
(A typed signature is sufficient.)**

Signature of Head of Service: Alan Hall

Date: 24/11/17

Signature of person completing the EqIA: Julie Chandler

Date: 24/11/17

Advice

Keep your director informed of all equality & diversity issues. We recommend that you forward a copy of every EqIA you undertake to the director responsible for the service area. Retain a copy of this EqIA for your records. If this EqIA relates to a continuing project, ensure this document is kept under review and updated, eg after a consultation has been undertaken.

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Report to the Cabinet

Report reference: C-029-2017/18
Date of meeting: 7 December 2017



Portfolio: Leisure and Community Services

Subject: Bid for Youth Council Project Budget

Responsible Officer: Julie Chandler (01992 564214).

Democratic Services: Gary Woodhall (01992 564470).

Recommendations:

(1) That the Cabinet agrees to a DDF sum of £8,000, to enable the Epping Forest Youth Council, to deliver targeted projects during 2018/19, including MiLife emotional health & wellbeing programme and refresher workshops and assemblies in all local secondary schools in the District.

Executive Summary:

One of the recommendations of the Overview and Scrutiny Task & Finish Review of Youth Engagement in 2015/16 was that the Youth Council be granted £8,000 DDF project funding, for the purpose of providing targeted project work for young people in the district and that this opportunity of securing funding would be available in subsequent years.

In 2016/17 £8,000 this initial funding was used for the development of an adolescent mental and emotional health and wellbeing project, which was designed around concerns raised by local young people.

The project which was named MiLife, has been very successful since it was introduced and over the last year, has actively helped 328 pupils to receive support following their attendance at a MiLife session in their school. Its' success has also been highlighted by health colleagues across Essex, so much so, that the project is now available through a website, to enable it to be of benefit other schools across Essex.

In its first year, MiLife was nominated for the National Crime Beat Awards by the High Sheriff of Essex at that time, Lorna Rolfe and the project is due for further nomination in 2018 by the new High Sheriff, Simon Hall, following him attending a Youth Council presentation about the project.

This report therefore seeks further funding to enable MiLife to be rolled out to all new Year 7 students in local schools, to provide refresher assemblies to young people who have already attended a session and delivery of MiLife lunchtime sessions in all schools. In addition, the funding would support the roll out of the Primary School MiLife programme, which has recently been developed with the support of Public Health Funding.

Reasons for Proposed Decision:

The Overview and Scrutiny Committee Task and Finish Review of Youth Engagement in 2015/16, recommended that £8,000 DDF project funding be available for the Youth Council to bid for, in order to develop and deliver activities and events for young people.

Other Options for Action:

- (i) To not provide any funding for EYC project work.
- (ii) To reduce the amount of funding allocated to the Youth Council. However, if funding is reduced it will not be possible to provide MiLife work in all local secondary schools, or refresher sessions in schools.

Report:

Background

1. Epping Forest Youth Council enables young people to have a voice in their local district and to put forward the views and concerns of other local young people. Since its' inception, the Youth Council has been very proactive in developing a range of projects and programmes to benefit and support other young people across the Epping Forest District, including anti-bullying and drugs awareness campaigns.

2. The Community, Health and Wellbeing Team manage and direct the Youth Council which has a continuing Services Budget of £12,000 per annum. This funding is fully utilised to cover the costs of all training, travel and education expenses for the youth councillors.

3. As with senior District Councillors, all work undertaken by the youth councillors is completed purely on a voluntary basis and the young people give many hours of their time to the training, meetings and projects they support.

4. In light of the lack of absence of any project funding and on the basis that the youth council continues to raise a significant amount of external funding, one of the recommendations of the 2015/16 Youth Engagement Task and Finish Review, was for the Youth Council to receive a project budget of £8,000 from DDF. This would be to supplement the external funding that the youth councillors raise from organisations such as Jack Petchey Foundation and the High Sheriff's Awards. In subsequent years, the Youth Council would then apply for up to £8000 project funding, to develop new projects and further extend existing programmes of work.

5. In 2016/17 the agreed DDF funding of £8,000 was used for the development of an adolescent mental and emotional health and wellbeing project, which was designed directly around concerns raised by local young people. The project was named 'MiLife' by the Youth Council and was developed in conjunction with the Community, Health & Wellbeing Team, North East London Foundation Trust (NELFT) and local charity, Red Balloon Family Foundation. The funding was also used for the roll out of the MiLife Project to all local secondary schools in the district, with the support of a contribution of £4000 funding from Essex County Council's Youth Strategy Fund.

6. MiLife was a resounding success from the very first session which was piloted at St. John's School, Epping, and over 4000 young people aged 11-17 took part in the MiLife roadshow in 2016/17. Every year group in the secondary schools received a 50 minute presentation exploring 3 fully interactive drama scenarios and real life stories about young people with mental health problems, and explored how pupils might respond if they found themselves in a similar situation. The feedback from the roadshows clearly demonstrated that young people felt that the sessions helped them to overcome issues of poor mental health stigma and had equipped them with the confidence to help support themselves, their family and friends.

7. All pupils were also signposted to a range of online resources and schools were provided with a teachers pack to continue the conversation within the PSHE curriculum.

Of those who participated, 328 pupils requested follow up support because of things that they could relate to in the sessions and professional support was provided for them. Because of the resounding success of MiLife and the ability of the programme to provide immediate support to young people, all schools have requested further provision of MiLife, on an ongoing basis.

8. With the recruitment of a new cohort of youth councillors in November 2016, it was decided that a DDF request of £5,000 would be made for 2017/18, as this would be a more realistic amount for their first year of operation. This funding was to continue with the excellent work of their predecessors around mental and emotional health, and the development of a range of new work on 'Legal Highs' (Nitrous Oxide) awareness, which is being successfully delivered in schools. The aims of this project are to survey young people in the Epping Forest area to identify the extent of their exposure to drugs and to inform them of the law and legal consequences associated with drug use. The "Say No to N2O" project was officially launched at the Youth Conference on 3rd November 2017 and will run throughout the year.

9. Furthermore, the success of the secondary schools MiLife workshops has led to the development and successful pilot delivery of a Primary School version of MiLife, in partnership with the Red Balloon Family Foundation, who received funding from the Epping Forest Public Health Community Project Fund to develop the scheme. As a result of these pilot sessions, schools requested MiLife also be delivered to Reception pupils, such is the demand and need for emotional health support.

Summary

10. This report therefore seeks Cabinet approval of a DDF allocation of £8,000 funding in the budget 2018/19, for the Youth Council to continue to develop and provide youth-led projects including further development of the MiLife project to all secondary school pupils.

Resource Implications:

Personnel: Officers from the Council's Community Health and Wellbeing Team organise, manage and facilitate the Epping Forest Youth Council work and liaise with partner agencies that may wish to work with EFYC.

EFYC have so far this year secured external funding totalling £3900. This includes
£2,100 from Epping Forest Youth Strategy
£1,500 from the Jack Petchey Foundation
£ 300 from the Think Big O2 Project work.

Legal and Governance Implications:

N/A.

Safer, Cleaner and Greener Implications:

This report relates wholly to Community Safety.

Consultation Undertaken:

Comprehensive consultation and evaluation of the MiLife programme has been undertaken with schools, including evaluation forms completed by pupils and teachers. Informal feedback is also obtained from partners. EFYC is discussed at EF Youth Council Strategy meetings and partners are also contacted for their comments.

Background Papers:

Corporate Plan Medium Term Aim 3.

Risk Management:

It has been identified that youth nuisance and anti-social behaviour are becoming more prevalent and it is suggested that the MiLife programme may help to prevent some young people from being drawn into this kind of behaviour.

Equality Analysis:

The Equality Act 2010 requires that the Public Sector Equality Duty is actively applied in decision-making. This means that the equality information provided to accompany this report is essential reading for all members involved in the consideration of this report. The equality information is provided at Appendix 1 to this report.

Section 1: Identifying details

Your function, service area and team: Community Services – Community, Health and Wellbeing

If you are submitting this EqIA on behalf of another function, service area or team, specify the originating function, service area or team: N/A

Title of policy or decision: Request for DDF funding of £8,000 for Youth Council project work

Officer completing the EqIA: Julie Chandler Tel: 01992 564214 Email: jchandler@eppingforestdc.gov.uk

Date of completing the assessment: 7th November 2017

Section 2: Policy to be analysed

2.1	Is this a new policy (or decision) or a change to an existing policy, practice or project? This is continuation of a recommendation from a Task and Finish Review of Youth Engagement
2.2	<p>Describe the main aims, objectives and purpose of the policy (or decision): To seek Cabinet approval to grant the Epping Forest Youth Council a DDF sum of £8,000 to provide MiLife Mental Health awareness sessions to local schools</p> <p>What outcome(s) are you hoping to achieve (ie decommissioning or commissioning a service)? Identifying and reducing the impact of poor mental and emotional health on young people.</p>
2.3	<p>Does or will the policy or decision affect:</p> <ul style="list-style-type: none">• service users• employees• the wider community or groups of people, particularly where there are areas of known inequalities? <p>The decision will affect young people of school age within the district.</p> <p>Will the policy or decision influence how organisations operate?</p> <p>No.</p>
2.4	<p>Will the policy or decision involve substantial changes in resources? The sum requested is DDF funding and not CSB growth</p>
2.5	<p>Is this policy or decision associated with any of the Council's other policies and how, if applicable, does the proposed policy support corporate outcomes? The policy supports the Council's Corporate Plan in respect of supporting the health and wellbeing of local young people.</p>

Section 3: Evidence/data about the user population and consultation¹

As a minimum you must consider what is known about the population likely to be affected which will support your understanding of the impact of the policy, eg service uptake/usage, customer satisfaction surveys, staffing data, performance data, research information (national, regional and local data sources).

3.1	What does the information tell you about those groups identified? The MiLife programme has been in operation for over a year now and has been met with an extremely positive response from all participants, local school teachers, health professions etc. and demonstrates a high level of impact.
3.2	Have you consulted or involved those groups that are likely to be affected by the policy or decision you want to implement? If so, what were their views and how have their views influenced your decision? Yes. Young people have been involved in the development of the MiLife programme.
3.3	If you have not consulted or engaged with communities that are likely to be affected by the policy or decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary: N/A

Section 4: Impact of policy or decision

Use this section to assess any potential impact on equality groups based on what you now know.

Description of impact	Nature of impact Positive, neutral, adverse (explain why)	Extent of impact Low, medium, high (use L, M or H)
Age	Positive	
Disability	Positive	
Gender	Positive	
Gender reassignment	N/a	
Marriage/civil partnership	N/a	
Pregnancy/maternity	N/a	
Race	Positive	
Religion/belief	Positive	
Sexual orientation	N/a	

Section 7: Sign off

**I confirm that this initial analysis has been completed appropriately.
(A typed signature is sufficient.)**

Signature of Head of Service: Alan Hall

Date:

Signature of person completing the EqIA: Julie Chandler

Date: 7th Nov 2017**Advice**

Keep your director informed of all equality & diversity issues. We recommend that you forward a copy of every EqIA you undertake to the director responsible for the service area. Retain a copy of this EqIA for your records. If this EqIA relates to a continuing project, ensure this document is kept under review and updated, eg after a consultation has been undertaken.



Report to the Cabinet

Report reference: C-030-2017/18

Date of meeting: 7 December 2017

Portfolio: Leader

Subject: Corporate Plan Key Action Plan 2017/18 – Quarter 2 Progress

Responsible Officer: Monika Chwiedz (01992 562076)

Democratic Services: Gary Woodhall (01992 564470)

Recommendations/Decisions Required:

(1) That the Cabinet reviews the position in relation to the achievement of the Council's Key Action Plan for 2017-18 at the end of Quarter 2.

Executive Summary:

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

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

The Key Action Plan for 2017/18 was adopted by Council at its meeting on 27 September 2016. Progress in relation to individual actions is reviewed by the Cabinet and the Overview and Scrutiny Committee on a quarterly and outturn basis.

Reasons for Proposed Decision:

It is important that relevant performance management processes are in place to review progress against the key objectives, to ensure their continued achievability and relevance, and to identify proposals for appropriate corrective action in areas of slippage or under-performance. This report presents progress against the Key Action Plan for 2017/18 at the end of the second quarter (30 September 2017).

Other Options for Action:

No other options are appropriate in this respect. Failure to monitor and review performance against the key objectives, and to consider corrective action where necessary, could have negative implications for the Council's reputation, and might mean that opportunities for improvement were lost. The Council has previously agreed arrangements for the review of progress against the key objectives.

Report:

1. The Corporate Plan 2015-2020 is the Council's highest level strategic document. It

sets the strategic direction for the authority for the five year lifetime of the Plan. It focuses on a number of key areas that the Council needs to focus on during that time and helps to prioritise resources to provide quality services and value for money. These key areas are known as the Corporate Aims and are supported by a set of Key Objectives which represent the Council's high-level initiatives and over-arching goals to achieve the Corporate Aims. The Key Objectives are in turn, delivered via an annual Key Action Plan.

2. The Key Action Plan 2017/18 is populated with actions or deliverables designed to secure progress against each of the Key Objectives during 2017/18. During the subsequent years in the lifetime of the Key Objectives, annual action plans will be developed which build on progress achieved during preceding years.

3. The annual action plans are working documents and are therefore subject to change and development to ensure that the actions remain relevant and appropriate, and to identify opportunities to secure further progress or improvement.

4. Progress against the Key Action Plan is reviewed on a quarterly basis to ensure the timely identification and implementation of appropriate further initiatives or corrective action where necessary. A schedule detailing outturn progress against the fifty (50) individual actions of the 2017/18 Key Action Plan is attached as Appendix 1 to this report. In reporting progress, the following 'status' indicators have been applied to the to individual actions as appropriate for year-end position:

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

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

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

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

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

5. There are 50 actions in total for which progress updates for Q2 are as follows:

• Achieved or On-Target:	42 (84%)
• Under Control:	2 (4%)
• Behind Schedule:	6 (12%)
• Pending:	0 (0%)
Total	50 (100%)

6. The Equality Act 2010 requires that the public sector equality duty is actively applied in decision making. This means that the equality information provided to accompany this report must be actively considered by individual Cabinet members in the course of their consideration and decision making relating to this report. The equality information is provided in the Due Regard Record at the end of this report. This is essential reading for all members of Cabinet involved in the consideration of this report.

7. The Cabinet is requested to review the Q2 progress against the Key Action Plan for 2017/18 to deliver the Key Objectives for 2015/2020. This report will also be considered by the Overview and Scrutiny Committee at its meeting on 9 January.

Resource Implications:

None for this report.

Legal and Governance Implications:

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

Safer, Cleaner, Greener Implications:

None for this report.

Consultation Undertaken:

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

Background Papers:

Relevant documentation is held by responsible service directors.

Risk Management:

None for this report.

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Section 1: Identifying details

Your function, service area and team: Performance Improvement, Transformation

If you are submitting this EqIA on behalf of another function, service area or team, specify the originating function, service area or team: N/A

Title of policy or decision: Corporate Plan Key Action Plan 2017/18 – Quarter 2 Report

Officer completing the EqIA: Tel: Monika Chwiedz x2076
mail:mchwiedz@eppingfprestdc.gov.uk

Date of completing the assessment: 20/11/2017

Section 2: Policy to be analysed

2.1	Is this a new policy (or decision) or a change to an existing policy, practice or project? No, it is an update
2.2	<p>Describe the main aims, objectives and purpose of the policy (or decision):</p> <p>This is a quarter 2 position for 2017-18, in relation to the achievement of the Council's Key Objectives. 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.</p> <p>What outcome(s) are you hoping to achieve (ie decommissioning or commissioning a service)?</p> <ol style="list-style-type: none">1. Provide an update2. That the Cabinet review quarter 2 progress against the Key Action Plan 2017/18 to deliver the Key Objectives for 2015/2020
2.3	<p>Does or will the policy or decision affect:</p> <ul style="list-style-type: none">• service users• employees• the wider community or groups of people, particularly where there are areas of known inequalities? <p>No</p> <p>Will the policy or decision influence how organisations operate?</p> <p>No</p>
2.4	<p>Will the policy or decision involve substantial changes in resources?</p> <p>No</p>
2.5	<p>Is this policy or decision associated with any of the Council's other policies and how, if applicable, does the proposed policy support corporate outcomes? No</p>

Section 3: Evidence/data about the user population and consultation¹

As a minimum you must consider what is known about the population likely to be affected which will support your understanding of the impact of the policy, eg service uptake/usage, customer satisfaction surveys, staffing data, performance data, research information (national, regional and local data sources).

3.1	What does the information tell you about those groups identified? Update report, no impact
3.2	Have you consulted or involved those groups that are likely to be affected by the policy or decision you want to implement? If so, what were their views and how have their views influenced your decision? Update report, no impact
3.3	If you have not consulted or engaged with communities that are likely to be affected by the policy or decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary: Update report, no impact

Section 4: Impact of policy or decision

Use this section to assess any potential impact on equality groups based on what you now know.

Description of impact	Nature of impact Positive, neutral, adverse (explain why)	Extent of impact Low, medium, high (use L, M or H)
Age	None in this category as there are no equality implications arising from the specific recommendations of this report	
Disability		
Gender		
Gender reassignment		
Marriage/civil partnership		
Pregnancy/maternity		
Race		
Religion/belief		
Sexual orientation		

Section 5: Conclusion

		Tick Yes/No as appropriate	
5.1	Does the EqIA in Section 4 indicate that the policy or decision would have a medium or high adverse impact on one or more equality groups?	No <input checked="" type="checkbox"/>	
		Yes <input type="checkbox"/>	If 'YES', use the action plan at Section 6 to describe the adverse impacts and what mitigating actions you could put in place.

Section 6: Action plan to address and monitor adverse impacts

What are the potential adverse impacts?	What are the mitigating actions?	Date they will be achieved.

Section 7: Sign off

**I confirm that this initial analysis has been completed appropriately.
(A typed signature is sufficient.)**

Signature of Head of Service: David Bailey

Date:

Signature of person completing the EqIA: Monika Chwiedz

Date: 20/11/2017

Advice

Keep your director informed of all equality & diversity issues. We recommend that you forward a copy of every EqIA you undertake to the director responsible for the service area. Retain a copy of this EqIA for your records. If this EqIA relates to a continuing project, ensure this document is kept under review and updated, eg after a consultation has been undertaken.

Aim 1. To ensure that the Council has appropriate resources, on an ongoing basis, to fund its statutory duties and appropriate discretionary services whilst continuing to keep Council Tax low

Objective 1.a. To ensure that the Council's Medium Term Financial Strategy (MTFS) plans to meet the Council's financial and service requirements for any forward five year period, whilst minimising any reliance on Government funding

Action	Lead Directorate	Target Date	.	Status	Progress notes
1. Implement the Council's future options review for the HRA Financial Plan, in light of Government requirements to reduce Council house rents by 1% p/a for 4 years and to sell 'higher value' empty Council properties.	Communities	31-Mar-2018	●	Achieved	Q1 – Completed. The Council Housebuilding Programme has re-commenced; Cabinet has agreed the purchase of completed affordable homes from the purchaser of the Pyrlles Lane Nursery development; and the Housing Maintenance Programme has been re-configured to reduce the amount of improvements to the Council's housing stock in accordance with the decision to revert to the Decent Homes Standard from the Modern Home Standard
2. Prepare for the implementation of the sale of 'higher value' empty Council properties, to pay the Government's annual levy and meet the requirements of the Housing and Planning Act 2016	Communities	31-Mar-2018	●	On Target	Q2 – Not yet required – Government decision on the proposal is likely to be made 'as soon as possible' but may be delayed but the publication of housing green paper. Q1 – Not yet required –Government decision on the future of this proposed policy is awaited
3. Deliver savings and generate income identified for 2017/18 as approved by the Cabinet	Management Board	31-Mar-2018	●	On Target	Q2 - savings still on track Q1 (2017/18) Langston Road will open this quarter. Savings initiative on track.
4. Prepare to deliver savings and generate income for 2018/19 within the Medium-Term Financial Strategy	Management Board	31-Mar-2018	●	On Target	Q2 – Not yet due, will be addressed in budget process for 2018/19 Q1 - Not yet due, will be addressed in budget process for 2018/19
5. Develop additional business cases, including the use of the 'Invest to Save' Fund, to address the need for net savings and income generation in subsequent years	Management Board	30-Sep-2017	●	On Target	Q2 – Not yet due Q1 - Not yet due.

Objective 1.b. To continue to review and develop the Council's own assets and landholdings for appropriate uses, in order to maximise revenue streams and capital receipts, and to deliver the following key projects:

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

Action	Lead Directorate	Target Date	.	Status	Progress notes
Page 23 Deliver Phase 1 of the Council Housebuilding Programme, to provide 23 new affordable rented homes	Communities	06-Oct-2017	●	Achieved	Q2 – Phase 1 of the Council Housebuilding Programme has been complete.
					Q2 – Following the CHBCC appointment of P A Finlay in September 2016, as the preferred developer to complete Phase 1 of the Council house-building programme, works have progressed well, with some of the homes now handed over and occupied, as follows:
					Site 4 - 2 x 3-bed houses handed over and occupied 04/04/17 Red Cross site - 4 x 3-bed houses handed over and occupied 06/06/17 Site 7 - 6 x 2-bed houses handed over and occupied 17/07/17 Harveyfields - 9 flats due to be handed over by early September 2017 Red Cross Duplex homes - 2 1-bed duplex homes due to be handed over by end of September 2017.
					Official opening ceremony being planned for 6th October 2017 by the Housing Portfolio Holder, Chairman of Council and John Scott, former Chief Officer.
					Q1 - Good progress being made. A number of homes have been handed over in phases. Completion due in September 2017. An Official Opening centred on John Scott Court is planned for October 2017
2. Progress Phases 2 and 3 of the Council Housebuilding Programme, to provide 85 new affordable rented homes	Communities	31-Mar-2018	●	Behind Schedule	Q2 - Good progress continues to be made across all Phase 2 and 3 sites with the exception of Queens Road, North Weald where delays have been experienced due to electrical mains and sub-station diversions. The Queens Road site has been delayed by around 9-months will start on site around December 2017 and completion 18-months later.
					Q1 – Good progress being made with Phase 2 (Burton Rd, Loughton). The sites under Phase 3 have commenced
3. Procure Phases 4, 5 and 6 of	Communities	31-Mar-2018	●	Behind	Q2 - With East Thames serving notice to end their Development Agent role with

the Council Housebuilding Programme, to provide new affordable rented homes				Schedule	<p>the Council, alternative procurement and delivery approach needs to be considered. There is a 6-month exit management plan in place with a subsequent 6-month OJEU procurement exercise needed to put in place alternative arrangements. The risks to 1-4-1 receipts is being evaluated as part of the HRA financial review.</p> <p>Q1 – Discussions are being held with the Council's Development Agent, East Thames, on the options for procuring consultants and appointing their consultants.</p>
4. Purchase 8 affordable rented properties from the private developer of the development at Barnfield, Roydon, as part of the Council's Housebuilding Programme	Communities	31-Mar-2018		On Target	<p>Q2 - These homes are progressing well, with hand-over due by December 2018.</p> <p>Q1 – Good progress being made. The homes are due to be handed over by the private developer in Autumn 2017.</p>
5. Establish a pilot for modular accommodation to meet the housing needs of six single homeless residents	Communities	31-Mar-2018		On Target	<p>Q2 - ECD Architects have been appointed and are making good progress. Pre-app discussions have taken place and a planning application is pending.</p> <p>Q1 – A Brief has been formulated for the appointment of Employers Agent – and tenders have been received. Once appointed, the successful EA will specify and procure the works, and the Council's nominated supplier will provide the units.</p>
6. Relocate the Housing Repairs Service from the Epping Depot to the Oakwood Hill Depot, Loughton	Communities	31-Mar-2018		Behind Schedule	<p>Q2 - The Cabinet decision to relocate the Repairs Service was the subject of a call-in over the delivery of off-site staff parking. This has resulted in a detailed options appraisal of all potential alternative parking. Surveys have been commissioned to support any potential future planning application.</p> <p>Q1 – The Project Team has identified 5 options forco-locating the Housing Repairs Service with Grounds Maintenance and Fleet Operations. A solution for the problem of staff parking is being formulated. A Consultant QS is currently costing the options. A report on the proposed approach will be submitted to Cabinet shortly. PwC, the Council's Accommodation Consultants, are liaising with the Project Team Chair over linkages with the Council's Accommodation Strategy</p>
7. Sell the Council-owned nursery site at Pyrles Lane, Loughton, to deliver a capital receipt	Neighbourhoods	31-Dec-2017		On Target	<p>Q2 – Marketing Agents appointed for Nursery Site. Hope to complete sale early in 2018. Further feasibility work commenced at Townmead with respect to building condition, flood risk and contamination to support planning application for new accommodation for relocated Nursery Service.</p>

					Q1 - Report on the value and marketing strategy for Pyrles Lane Nursery now agreed by Cabinet, to include provision for affordable housing and a financial contribution to the redevelopment at Town Mead Depot to accommodate the Council's nursery service, which no longer can be accommodated at the new Oakwood Hill Depot.
8. Subject to the agreement of Cabinet, enter into a Development Agreement with the purchaser of the nursery site at Pyrles Lane, Loughton, for the Council to purchase the affordable rented homes provided on the site, as part of the Council's Housebuilding Programme	Communities	31-Dec-2017	●	On Target	Q2 - as per Q1. Q1 – In July, Cabinet has agreed the purchase of completed affordable homes from the purchaser of the Pyrles Lane Nursery development. The detailed arrangements will be set out in the Marketing Brief to consultants at the appropriate time.
9. Deliver an approach to North Seald Airfield with an agreed operating partner, to maximise the use of the facilities	Neighbourhoods	31-Mar-2018	●	On Target	Q2 – Employment Land allocation due to be considered as part of Regulation 19 Submission at Full Council in December 2017. Q1 - Awaiting results of the Local Plan Employment Land Review which will give direction to the scale and type of future uses that the Airfield could accommodate.
10. Open the Epping Forest Shopping Park, to deliver local jobs and economic development	Neighbourhoods	30-Sep-2017	●	On Target	Q2 – Practical Completion achieved by June 2017 and shop-fitting commenced. Four stores now trading as part of a soft-opening. Shopping Park now 85% let and final units in negotiation. S278 works now due to complete by end of October 2017. Official Park Opening planned mid-December Q1 - Council received the building after practical completion in mid-June 2017. Tenants now fitting out with opening scheduled for late September 2017. Highways Section 278 Works to be completed by end of August 2017.
11. Develop the St John's Road site, to deliver local jobs and economic development	Neighbourhoods	31-Mar-2018	●	Behind Schedule	Q2 – Completion still to be achieved on the signing of the Tripartite Agreement. Delay largely due to negotiation of the final terms sought by Epping Town Council. Q1 - Negotiations completed on Tri-Partite Agreement with Town Council and Frontier Estates. In hands of Legal Representatives for final sign off end July 2017.
12. Produce a plan to implement	Transformation	31-Mar-2018	●	On Target	Q2 - Work progressing well and on target to report to December Cabinet.

agreed recommendations from the Service Accommodation Review, to optimise the use of the Council premises	Programme Board				Q1 - On target. Following a competitive procurement exercise PricewaterhouseCoopers have been commissioned to provide support for Phase 2 of the Accommodation Review. The review is scheduled to report to Cabinet in time for consideration for the 2018/19 budget.
13. Deliver the 2017/18 works from the Facilities Management Programme	Resources	31-Mar-2018		Under Control	Q2 - Report scheduled for October Cabinet to explain changes to the programme whilst the accommodation review completes.
					Q1 - Behind target. Several schemes have been put on hold pending the outcome of the Accommodation Review. A revised schedule of works will be presented to Cabinet in the autumn.

Objective 1.c. To explore appropriate opportunities to make savings and increase income through the shared delivery of services with other organisations, where such arrangements would provide improved and/or more cost effective outcomes

Action	Lead Directorate	Target Date	.	Status	Progress notes
Page 21 Enter into a further long-term shared service agreement to manage Lowewood Museum on behalf of Broxbourne Borough Council, to generate income	Communities	30-Jun-2017		On Target	Q2 – A revised, 5 year SLA for Lowewood Museum has been produced and has now been signed by both Councils
					Q1 – The revised SLA has been produced and approved by EFDC's Leisure and Community Services Portfolio Holder. However, delays are being experienced with Broxbourne BC signing the agreement, which is being pursued
					Q1. SLA with Broxbourne BC currently being scrutinized by BBC O&S committee, as part of financial efficiency plan. Cabinet decision to be made on 11th July.
2. Subject to the successful receipt of National Portfolio Organisation (NPO) status from Arts Council England, evaluate the potential for partnership working with Chelmsford Borough Council for museum and cultural services	Communities	31-Mar-2018		On Target	Q2 – Work continues to take place with Chelmsford City Council following actions contained within the NPO plan and smaller funding bids are being developed to deliver on the work, where necessary.
					Q1 - Unfortunately the No Borders partnership application to Arts Council England was not successful, due to the number of applications that were received and the 'balance process' applied to assessing bids. Our bid was recommended by ACE Eastern Region, for national evaluation, which assesses each application on geographical spread of investment; diversity in the organisation and specialisation. As our services are in an area of already high ACE investment and the organisation is not 'diversity-led we were unsuccessful

					this time. However, we have been advised that our bid was very strong and that we can access alternative 'project' funding to deliver some of the proposed business plan. We have a firm commitment with Chelmsford Council to work together on this, going forward
3. Evaluate the potential to expand the provision of legal services provided to other authorities, to generate income	Governance	31-Dec-2017	●	On Target	Q2 - meeting with senior managers of neighbouring councils to discuss the potential for a fully integrated partnership working or sharing of resources Q1 - Retained the Lexcel accreditation to assist the marketing of the legal service. Networked through attendance at various special interest groups within the public law partnership.
4. Complete a new off-street parking contract to manage the Council's car parks with an alternative provider to increase efficiency and reduce costs	Neighbourhoods	01-Apr-2017	●	Achieved	Q2 – NSL still successfully delivering new off-street parking arrangements. Q1 - New Off-Street Contract successfully let to NSL who started their management responsibilities from 1 April 2017. Increased level of enforcement activity, particularly at weekends has been achieved.
5. Provide payroll service jointly with Braintree and Colchester Councils and sign up at least one more partner authority or one other authority to buy in our service, to deliver savings	Resources	31-Mar-2018	●	On Target	Q2 - On target. Work continues on the implementation of other modules, such as car mileage. No success yet on gaining additional partner authority, although there has been some initial interest from more than one party. Q1 - The joint working on the payroll service and further development of additional modules continues to go well. Initial discussions have been held with one potential partner but this seems unlikely to proceed at the moment.
6. Implement the recommendations of the Reprographics Service Review, to make savings and improvements to print services	Resources	31-Mar-2018	●	On Target	Q2 - On target. Internal processes have been amended. Looking at joint procurement of paper and discussions continue on the possibility of a shared service. Q1 - The review continues to make good progress and shared service opportunities are being discussed with two other authorities.
7. Develop an approach to shared service review, to establish opportunities for sharing services with other public sector partners	Transformation Programme Board	31-Mar-2018	●	Achieved	Q2 – Findings noted and recommended approach agreed by Transformation Programme Board. Shared Services will be considered within the new Common Operating Model and the Shared Service Project [P108] will be closed and evaluated. Q1 - Discovery has been undertaken to map existing EFDC shared services, as well as research to compare the EFDC approach to other local authorities. Findings and a recommended approach will be presented to the Transformation Programme Board in Quarter 2.

Aim 2. To ensure that the Council has a sound and approved Local Plan and commences its subsequent delivery

Objective 2.a. To produce a sound Local Plan, following consultation with local residents and working with neighbouring councils, that meets the needs of our communities whilst minimising the impact on the District's Green Belt

Action	Lead Directorate	Target Date	.	Status	Progress notes
1. Facilitate and ensure that accommodation provided to nursery workers is fit for purpose, through implementation of the Nursery Workers Accommodation Action Plan	Communities	31-Mar-2018	●	On Target	<p>Q2 – Follow up inspections commenced Q3, Lea Valley growers have decided to drop application for special consideration under Local Plan, Action plan being reviewed.</p> <p>Q1 – The Council's Nursery Worker Task Force continues to meet to progress the Action Plan. The Lea Valley growers have agreed, in principle, to work with the Council to implement their trade body's recently published accommodation standards for nursery workers – which is a positive (but early) step forward in improving the housing conditions for workers.</p>
2. Complete the new Local Plan in accordance with the National Planning Policy Framework and in the timescales outlined in the adopted Local Development Scheme (LDS)	Neighbourhoods	31-Mar-2018	●	On Target	<p>Q2 – Updated Local Development Scheme agreed October Cabinet. Regulation 19 Submission now scheduled for submission by the 31 March 2018, to take advantage of transitional arrangements arising from the DCLG consultation on standardised methodology for assessing housing need.</p> <p>Q1 - Results of the Regulation 18 Consultation reported to Cabinet. Key issues identified to include an analysis of Settlement Level. Local Development Scheme to be updated in October 2017.</p>
3. Update the Council's Housing Strategy, following production of the Draft Local Plan 'Preferred Options Approach'	Communities	31-Dec-2017	●	Achieved	<p>Q2 - The Housing Strategy has now been agreed by the Cabinet at its meeting in October 2017.</p> <p>Q1 - A Draft Housing Strategy has been produced, on which consultation with the Communities Select Committee has been undertaken. It was intended to submit the Housing Strategy to Cabinet in July 2017 for adoption. However, due to the good progress being made with the Local Plan, which is a dynamic process, the inter-relationship with the Local Plan process in the Housing Strategy is being reviewed. A revised Housing Strategy will be submitted to the Cabinet for consideration in Autumn 2017.</p>

Objective 2.b. To increase opportunities for sustainable economic development within the District, in order to increase local employment opportunities for residents

Action	Lead Directorate	Target Date	.	Status	Progress notes
1. Adoption and publication of the Local Plan Regulation 26, including site allocations for employment land and policies maps	Neighbourhoods	30-Oct-2018	●	On Target	Q2 – Work ongoing on evidence base to include the site assessment. Open Space Playing pitches and Indoor Sports Facilities completed. Transport modelling ongoing. Work commissioned on visitor study to Epping Forest by the Corporation to inform the Air Quality Action Plan.
					Q1 - Work to prepare evidence base ongoing. Workshops held with Members on Infrastructure Delivery Plan. Open Space, Playing Pitches and Indoor Sports Study commenced. Site Assessment work has started on the 160 new/amended sites arising as a result of the Regulation 18 Consultations.
2. Provide sustainable employment opportunities for the District's young people through development of the Council's apprenticeship scheme	Resources	31-Mar-2018	●	On Target	Q2 - On target. A full cohort of apprentices have been recruited and their training has commenced.
					Q1 - Recruitment processes are underway for the new cohort of apprentices.
3. Lead the development of Harlow and Gilston Garden Town in partnership with East Herts and Harlow Councils, to delivery housing and economic development across west Essex	Neighbourhoods	31-Mar-2018	●	On Target	Q2 – Further tranche of funding from DCLG of £175k successfully bid for and awarded. External Consultants appointed for feasibility work in relation to the North/South and East/West Sustainable Transport corridors through Harlow. Advert placed for the appointment of Project Director for the Garden Town. Joint Member Board meeting regularly.
					Q1 - Duty to Co-operate activities ongoing. Garden City Project proceeding with the commissioning of two pieces of external consultancy in relation to "Visionary" and "Governance". Work commenced on mitigation plan for the Air Quality MOU to reduce potential impacts on Epping Forest.

Objective 2.c. To deliver the Council's new Leisure and Cultural Strategy, in order to maximise participation and value for money in the provision of leisure and cultural services to local residents and visitors

Action	Lead Directorate	Target Date	.	Status	Progress notes
1. Subject to the receipt of funding from Arts Council England, establish a Museum Development Trust to increase income for museum services	Communities	31-Mar-2018	●	On Target	<p>Q2 - Seven trustees have now been appointed to the Culture without Borders Development trust, including a Chair. Further promotion and recruitment for up to 4 more (max) trustees is planned for November '17.</p> <p>Q1 – Very good progress is being made with this exciting initiative. The Memorandum and Articles of Association for the new limited company and charity have been approved by the Leisure and Community Services Portfolio Holder, following a briefing held for senior EFDC and BBC officers and members. The first round of interviews was held for trustees in June and five have been appointed, in addition to the respective Portfolio Holders from each Council.</p>
2. Deliver the transition of the Council's leisure facilities to a new partner through contract management	Neighbourhoods	01-Apr-2017	●	On Target	<p>Q2 – Places for People have completed their investment of £270K in the refurbishment of the Health and Fitness Facilities at Ongar Leisure Centre. Work due to commence in October at both Epping Sports and Loughton Leisure Centres on the planned improvements to the facilities.</p> <p>Q1 - Contract with PfP successfully mobilised and management transferred to new contractor from the 1 April 2017. All staff successfully transferred under TUPE and service improvements have commenced to include major extension to Loughton Leisure Centre and reconfiguration of Health and Fitness facilities at Epping Sports Centre.</p>
3. Develop a new leisure centre in Waltham Abbey, to deliver savings and improved facilities	Neighbourhoods	30-Nov-2018	●	On Target	<p>Q2 – Work commenced in September 2017 with site fully mobilised. Ground breaking Ceremony held in mid-October. Main pool and learner pool tanks formed. Construction on programme.</p> <p>Q1 - Detailed planning provision granted by District Development Management Committee and contractor mobilised on site to demolish existing community building. Main construction works for new Leisure Centre due to commence in September 2017 with practical completion targeted at November 2018.</p>
4. Establish 3 multi-agency groups to contribute to the health, well-being and safety priorities of our residents, to improve quality of life	Communities	31-Mar-2018	●	Achieved	<p>Q2 - The three thematic groups established to lead on improvement of Health & Wellbeing in the District are now meeting regularly. In addition, an Epping Forest District Health and Wellbeing Strategy has been drafted, to direct the implementation of initiatives to improve health through these groups.</p> <p>Q1 - All three Health and wellbeing focus groups have been established and</p>

					initial meetings have been held. This includes Start Well (0-19's), Age Well (20's – 60's) and Stay Well (60+).
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Aim 3. To ensure that the Council adopts a modern approach to the delivery of its services and that they are efficient, effective and fit for purpose

Objective 3.a. To have efficient arrangements in place to enable customers to easily contact the Council, in a variety of convenient ways, and in most cases have their service needs met effectively on first contact

Action	Lead Directorate	Target Date	.	Status	Progress notes
1. Deliver the 2017/18 works from the Council's Transformation Programme, achieving key benefits for our customers	Transformation Programme Board	31-Mar-2018	●	On Target	Q2 – Work has continued to progress projects within the Transformation Programme. Progress Highlight reports for Q2 indicate that the programme remains 'on target'. Q1 - Work is proceeding well on the Council's Transformation Programme, with programmes and projects on course to deliver outputs to time and budget.
2. Produce a plan to implement the Workforce Development Strategy, to establish a new common operating model	Resources	31-Mar-2018	●	On Target	Q2 - On target. Cabinet have approved the Programme Definition Document and work has commenced with the LGA. Q1 - A Programme Definition Document has been written and meetings are scheduled in July to share this with Portfolio Holders and the Leadership Team.
3. Advance proposals to amalgamate the contact centre and reception points to improve reception services for customers	Office of the Chief Executive	31-Mar-2018	●	On Target	Q2 - Stage 1 of the Corporate customer team restructure underway and expected to complete by the end of October 2017. Accommodation review progressing and staff briefed on the process on 18th September 2017. Q1 - Plans to bring together the corporate customer team are progressing with the first two teams affected now in consultation to move onto new job descriptions. Plans for the refurbishment of Reception are continuing to develop as part of the Accommodation Review (P002), however the timescales for Reception are dependent on the wider programme and will need to be kept in review.
4. Deliver customer self-service account facilities for residents and businesses so they can receive their bills electronically	Resources	30-Sep-2017	●	On Target	Q2 - System in place and functioning. Q1 - The system has been set up and tested and will now be publicised to encourage take up.
5. Deliver projects of legislative	Management	31-Mar-2018	●	On Target	Q2 - as per Q1

importance, to ensure our services for customers are fit-for-purpose.:	Board				Q1 - Election and Accounts Closure ran smoothly. internal Audit Programme approved and progressing in line with plan.
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Objective 3.b. To utilize modern technology to enable Council officers and members to work more effectively, in order to provide enhanced services to customers and make Council services and information easier to access

Action	Lead Directorate	Target Date	.	Status	Progress notes
1. Trial flexible working for Building Control and Development Control officers through the use of new technologies	Governance	31-Mar-2018	●	On Target	Q2 - development management and building control senior officers have met with ICT colleagues in order to agree implementation plans and dates and raise any other issues arising. Q1 - Await initial feedback from 2 authorities who have gone live with the system we wish to trial and then ICT indicate that the commencement of the in-building control is imminent.
2. Implement the ICT Strategy to support the Transformation Programme, including mobile and flexible working	Resources	31-Mar-2018	●	On Target	Q2 - On target. Good progress continues on the existing strategy and the new strategy will be presented to Members during Q3. Q1 - Good progress has been made on both the implementation of the current strategy and the development of the new strategy.
3. Implement use of mobile phone text messages to remind customers when their payment is due	Resources	30-Sep-2017	●	Under Control	Q2 - Go-live date changed to 30/10. Other Capita work impacted on testing. Tech services creating area for GIM documents for on-line requests for service. Q1 - Testing is progressing well and the target date should be achieved.
4. Produce a plan to improve the management of information, to protect public data and comply with legislation	Governance	31-Mar-2018	●	On Target	Q2 - the working group has met on three occasions, developed an action plan and continues to report to CGG on progress towards implementation on 25 May 2018. Appropriate officers are being trained and cascading that training through leadership team and to individual management teams. Q1 - The Chief Internal Auditor chairing a group looking at our information asset register which will feed into the new working group on general data protection regulations, chaired by a director of governance on 24th July.
5. Deliver initiatives from the Environmental Charter, using modern technology to provide enhanced services to customers	Communities	31-Mar-2018	●	On Target	Q2 Progress report from Corporate Green Working Party delivered on 19th September to Neighbourhoods Select Committee, a number of on-line forms for residents are in test mode, with the intention to use them as soon as the test phase is completed. This will not only reduce paper usage but also provide a better service to residents.

					Q1 – No progress has been able to be made on this initiative, pending the arrival of the new Assistant Director (Private Housing and Communities Support) in August 2017.
6. Deliver the Corporate Communications project, to increase customer recognition of our services and improve communications with our customers	Governance	31-Mar-2018		On Target	Q2 - PR has attended Management Board to agree a new format for reporting its work and for identifying communications needs throughout the years for significant projects. Q1 - The communications PR team has recently concentrated on both the election and the Local Plan and the future focus will be to produce audit and analysis of our communications.

Objective 3.c. To ensure that the Council understands the effects of an ageing population within the District and works with other agencies to make appropriate plans and arrangements to respond to these effects

Action	Lead Directorate	Target Date	.	Status	Progress notes
1. Implement the Action Plan for the future delivery of services to older people, following the Ageing Population Needs Assessment	Communities	31-Mar-2018		On Target	Q2 - Work to deliver the recommendations identified in the Impact of An Ageing Population Action Plan are ongoing and many of these are being delivered through the Health and Wellbeing 'Stay Well' thematic Group (see 2c. 4) Q1 – Good progress continues to be made with implementing the Action Plan, in partnership with other agencies And monthly meetings are being held with colleagues from ECC and West Essex CCG.
2. Review the approach to the delivery of housing support for residents at the Council's sheltered housing schemes	Communities	31-Mar-2018		Behind Schedule	Q2 – As Q1 Careline due for handover 20 November 2017 Q1 – As the outsourcing of the Council's Careline is close to reaching its conclusion, there is a need to bed down the new call monitoring arrangements and also to consider the longer term staffing arrangements for the Older People's Housing Services – both of which are linked to the proposed wider review of the future sheltered housing service. This is a major project that will therefore not be completed by March 2018. The revised completion date is Sept 2018
3. Review, modernise and rationalise the sheltered housing to better meet the needs of residents	Communities	31-Dec-2017		Behind Schedule	Q2 – In absence of Director of Communities no further progress has been possible on this action. Q1 - The officer project team has formulated some initial thoughts, which will be discussed with the Communities Select Committee in the first instance in Autumn 2017

4. Deliver the Council's Careline Monitoring Service through an outsourced arrangement with a third party provider, following a competitive procurement exercise	Communities	28-Feb-2018		On Target	Q2 - The Housing Portfolio Holder agreed the appointment of Tunstall Health (UK) limited as the provider of the alarm monitoring service. Contracts have been signed and the service will be transferred on 20 November 2017.
					Q1 – Following a competitive procurement process, based on price and quality, using an existing Framework Agreement, a recommendation on a preferred contractor has been made to the Housing Portfolio Holder. The programmed transfer of service date of November 2017 continues to be on target.

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Report to the Cabinet



**Epping Forest
District Council**

Report Reference: C-038-2017/18

Date of meeting: 7 Dec 2017

Portfolio: Leader of Council

Subject: Behavioural Insights Project

Responsible Officer: Robin Ray (01992 564146)

Democratic Services: Gary Woodhall (01992 564470)

Recommendations:

(1) That Cabinet agree to match fund the sum of £25,000 from the Invest to Save fund to support a bid to the Local Government Association for a behavioural insights programme; and

(2) That, in the event that the LGA bid is unsuccessful, the full sum (£50,000) be funded from the Invest to Save fund.

Executive Summary:

The traditional thinking is that people make logical decisions based on the information available to them at the time. In reality decision making is in part influenced by the unconscious, meaning they do not always make rational choices. Behavioural science can help to predict and influence this behaviour.

Each year the Council sends thousands of letters, bills, reminders and legal notices to its residents and businesses. A great deal of this correspondence has no impact on the recipient despite the fact that it is in their own interests to respond to or act upon it content.

By making seemingly small changes to the way choices and information is presented we are able to make a significant impact on the response and can create better outcomes for the Council, its residents and businesses.

Reasons for Proposed Decision:

Behavioural insights are already employed in the Council to a limited degree, including with debt collection, this project is to build upon this work introduce them more broadly across all council functions. The resources and specialist knowledge required to do this do not currently exist within the Council (along with the funding from the LGA) this bid will allow for this work to take place with the overarching aim is to manage service demand and achieve efficiencies.

Other Options for Action:

The main alternative options are not to proceed with the project or if the LGA bid is not

approved or the conditions of the grant not be acceptable consideration should be given to fully funding the project.

Report

1. The principle behind behavioural insights is that when based upon behavioural science low cost interventions can be used to encourage people to make better choices for themselves and society. They have been used across public services to generate low cost interventions to improve service outcomes.

2. Councils and other public bodies have used these techniques to improve the way in which we communicate with their service user. Although the intention is to introduce those principles across all Directorates, initially the project will have the aim to increase the take up for Direct Debit (generally considered to be the most effective and efficient method of collecting Council Tax).

3. In Epping currently 70% of Council Tax account pay by direct debit (across the country this figure varies from 40-80%), if we could encourage a further 10% of council tax accounts to switch it would save a projected £17,000 per annum¹. The lessons learnt from this will be transferred to other debt streams including Business Rates, Housing Rents and Sundry Debts to improve Direct Debit penetration in those areas. Payback is anticipated to be achieved over 18 months.

4. One of the key strands of the Council's Transformation Programme is the encouragement of users to self-serve using solutions being delivered through our website and applications. The use of nudge theory can be used to encourage take-up and help reduce costs and allow citizens to access our services at a time that suits them.

5. In relation to enforcement when designing and reviewing policies, operational procedures and practices, regulators should consider how they can best:

- understand and minimise negative economic impacts of their regulatory activities
- minimise the costs of compliance for those they regulate
- improve confidence in compliance for those they regulate and
- provide greater certainty and encourage and promote compliance.

6. It is intended to also introduce behavioural insights into our regulatory activity (initially into the private rented sector enforcement team). The reason for doing so is that formal enforcement measures are not only more time consuming but it also establishes an adversarial relationship between the local authority and business/individual.

7. By introducing behavioural insight techniques we are also seeking to influence the time required to resolve each case which would improve the tenants living conditions resulting in downstream savings through improved health outcomes. By also establishing non adversarial stance with the compliant landlords we also hope to improve the working relationship with them.

8. It is anticipated that the amount of officer time required to resolve cases through informal measures will reduce and this will free up resources allowing the service to dedicate this time towards the small minority of landlords who are non-compliant.

9. With regard to the use the funding, the intention is to employ Behavioural Insights Team (BIT) to undertake a review of how we communicate with our customers/service user and introduce the behaviour change to 'nudge' them into new ways of acting/responding to achieve increased levels of debt recovery and compliance with our regulatory activity.

10. BIT began within the Cabinet Office as a government institution dedicated to the application of behavioural sciences. Their objectives were and remain making public services more cost-effective and easier to use, improving outcomes by introducing a more realistic model of human behaviour to policy and enabling people to make 'better choices for themselves'.

11. The remaining resources will be used to gather the initial performance data in these areas, on monitoring the effect of any changes made, for any promotional activity recommended by the consultants and in training officers in the techniques.

12. The project is dependent on the bid to the LGA being successful and in order to receive the funding from the LGA a number of condition apply, of relevance these are:

- The council or collective partnership agrees to match fund the LGA grant funding of £25,000
- The council or collective partnership agrees to provide sufficient personnel resource to manage the project internally and work alongside the provider.
- Participants are open to the prospect of external challenge and input from the LGA.
- Participants are open and willing to share learning with others, including attending up to two project learning groups during or after completion of the project.
- Participants recognise that in order to carry out their research and evaluation, the provider may require access to confidential data and that participants are willing to take reasonable steps to ensure the provider can have access to this data.

13. In the event that the LGA bid is unsuccessful or that Cabinet determine that the LGA conditions are not acceptable I would ask that consideration to given to fully fund the project from the invest to save fund.

14. A briefing for councillors and officers explaining behavioural change interventions (nudge theory) is attached as Appendix A.

Resource Implications:

In Epping currently 70% of Council Tax account pay by direct debit (across the country this figure varies from 40-80%), if we could encourage a further 10% of council tax accounts to switch it would save a projected £17,000 per annum. The lessons learnt will be transferred to other debt streams including Business Rates, Housing Rents and Sundry Debts to improve Direct Debit penetration in those areas. Payback is anticipated to be achieved over 18 months.

If the project were fully funded from the invest to save fund (£50,000) the anticipated payback period would be extended to 36 months.

Legal and Governance Implications:

None.

Safer, Cleaner and Greener Implications:

None.

Consultation Undertaken:

None

Background Papers:

None.

Risk Management:

None identified.

Equality Analysis:

The Equality Act 2010 requires that the Public Sector Equality Duty is actively applied in decision-making. This means that the equality information provided to accompany this report is essential reading for all members involved in the consideration of this report. The equality information is provided at Appendix B to the report.

Changing behaviours in public health

To nudge or to shove?



Introduction

This briefing for councillors and officers explains how behavioural change interventions – or nudge theory as it is dubbed – can help local authorities fulfil their public health responsibilities.

Prevention, it is often said, is better than cure. If people didn't smoke, drank less, had better diets and exercised more, the burden of disease would be reduced. But what is the role of the state in persuading people to alter their lifestyles?

The traditional approach dictates that in cases where something causes serious harm, such as drug use, restricting choice or even an outright ban is appropriate. However, where it is less clear cut, the argument goes, the state should leave it to individual choice.

But this ignores the fact that there is a variety of ways in between that behaviour can be influenced from encouraging and incentivising people through to subtly guiding choice in a certain direction.

This can include enticing people to take up activities or using subliminal marketing. For example, stressing social norms can encourage people to change behaviour because they want to be alike. Alternatively it can involve making an environment less conducive to someone making an unhealthy choice. An example of this would be making salad a default option as a side instead of chips or placing clear signs to steps rather than escalators.

This is known as behavioural change and there has been growing interest in the issue among policy-makers across the world - and not just solely in terms of health. The choices

people make can have a profound impact in a host of other areas from education to crime as well.

Much of the debate stems from the 2008 book 'Nudge: Improving Decision about Health, Wealth and Happiness,' which was written by US academics Richard Thaler and Cass Sunstein.

Their theory is that libertarianism and paternalism do not have to conflict and that the state can – and should – act as a guiding hand, “nudging” citizens in the right direction.

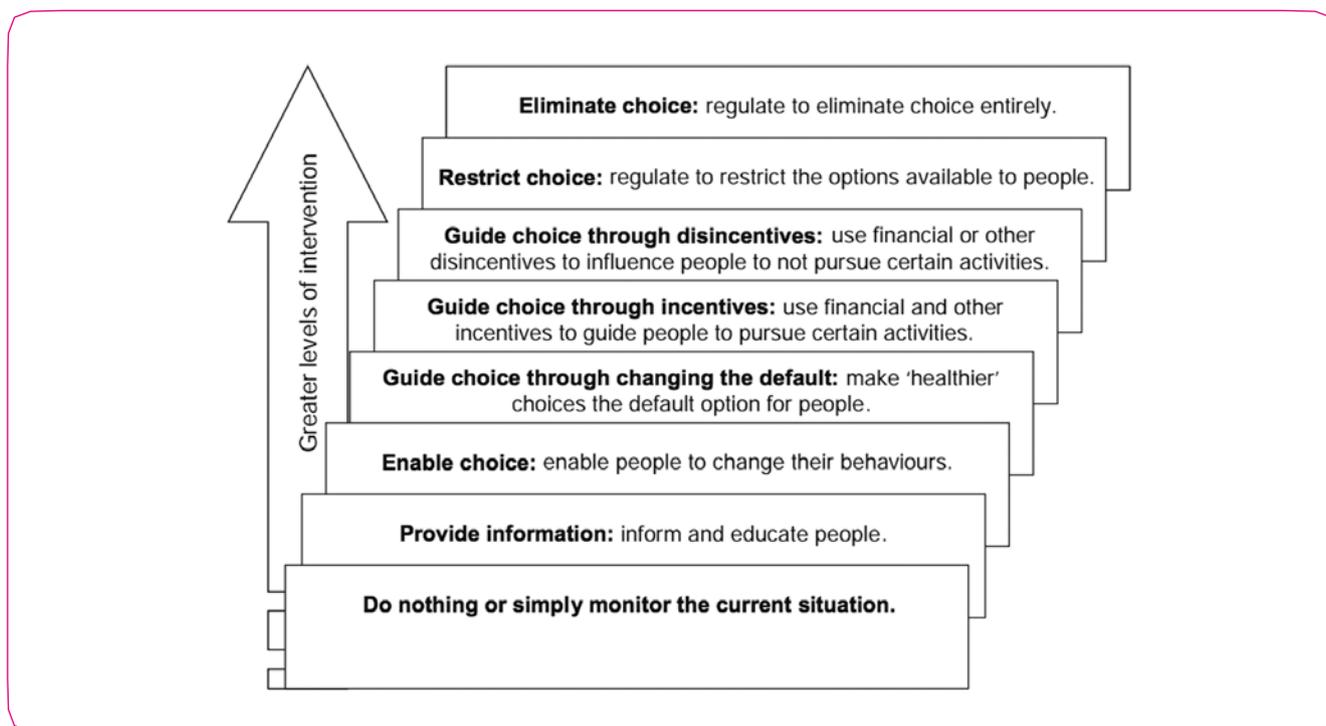
But the term nudge probably does not do justice to the full range of interventions that can influence behaviour.

The spectrum has been set by the Nuffield Council on Bioethics in its “ladder of intervention”. [See page 3](#)

The fact there is such a wide range of approaches is reflected by the other terms that have started being used to describe interventions other than nudges.

Techniques like direct incentives, such as vouchers in return for healthy behaviour, are being labelled hugs, while the tougher measures that restrict choice, like restricting takeaways from schools, are shoves. Bans, such as the restriction on smoking in public places, are simply known as smacks.

Nuffield Council on Bioethics ladder of intervention



Examples of intervention techniques

Smacks

Eliminating choice – Banning goods or services such as the restriction on smoking in public places

Shoves

Financial disincentives – Taxation on cigarettes

Restricting choice – Banning takeaways setting up close to schools

Nudges

Provision of information – Calorie counts on menus

Changes to environment – Designing buildings with fewer lifts

Changes to default – Making salad the default side option instead of chips

Use of norms – Providing information about what others are doing

Financial incentives – Vouchers in exchange for healthy behaviour

Local government and public health

Responsibility for public health transferred from the NHS to local authorities in April 2013 under the wider shake-up of the health service.

It means upper tier and unitary authorities have become responsible for improving the health of their population.

This is backed by a ring-fenced public health grant and a specialist public health team, led by the director of public health.

Each top tier and unitary authority has a health and wellbeing board (HWB) which has strategic influence over commissioning decisions across health, social care and public health.

Statutory board members include a locally elected councillor, a Healthwatch representative, a representative of a clinical commissioning group, a director of adult social care, a director of children's services and a director of public health.

HWB members from across local government and the health and care system work together to identify local needs, improve the health and wellbeing of their local population and reduce health inequalities.

The HWB is a key forum for encouraging commissioners from the NHS, councils and wider partners to work in a more joined up way. Central to achieving this is the HWB's responsibility for producing a Joint Strategic

Needs Assessment (JSNA) and a Joint Health and Wellbeing Strategy (JHWS).

Local authorities will also have a statutory function to provide public health advice to clinical commissioning groups, while HWBs will have to monitor performance.

In terms of behavioural change, it could be said local authorities have two roles: taking a strategic lead for their area, such as setting policy and evaluating schemes, as well as playing a part in organising the interventions along with other partners from the private, public and voluntary sectors.

To help support them and other organisations interested in behavioural change, Public Health England has a behavioural insights team, which can lend advice and expertise.

Other organisations can offer help too, such as Sustrans which has a strong track record in using behavioural change to get people walking and cycling.

Policy context

The current government has made exploring the potential of behavioural change a priority. In fact, the coalition agreement itself made direct reference to the issue, stating that the government would be “harnessing the insights from behavioural economics and social psychology”.

In July 2010 a Behavioural Insights Team – or “nudge unit” as it has become known – was set up within the Cabinet Office.

It was initially funded for two years, but the government was so impressed with the results it has since been given funding for another two years and its work has been exported to Australia. And now, to secure its future, it is in the process of becoming a mutual.

The unit has overseen a number of dedicated projects across the public sector. These have included a trial with HMRC which encourages people to pay tax by telling late payers most people in their town have already paid up. Another has involved getting the DVLA to ask people whether they wanted to be an organ donor when they apply for a new or replacement licence.

But the influence of the team stretches further than that – as there are signs it has seeped into individual departmental thinking. The Department of Health’s public health white paper, *Healthy Lives, Healthy People*, published in November 2010, made it clear there needed to be a new approach that

differentiated between the two extremes of “intrusive intervention” and being “completely hands-off”. It then went on to highlight the Nuffield ladder of intervention.

But it is also clear that the government is not afraid to consider more draconian approaches as shown by the fact that consultations were carried out on plain packaging for cigarettes (a shove) and minimum pricing for alcohol (a smack).

However, neither policy has subsequently been introduced.



Does it work?

It is clear nudging works. After all, visual prompts are regularly used by supermarkets and the food industry to encourage shoppers to buy their products.

But the question of how effective it can be in encouraging good behaviour is still emerging. The Institute of Government's 2010 report, *Mindspace*, which was commissioned by the government, said it could be a "powerful tool". However, it is fair to say research into the effectiveness of behavioural change in terms of public policy is still in its early days.

An internal review by the Behavioural Insights Team concluded it had identified specific interventions which would save at least £300m over the next five years. This included the pilot targeting late tax payers which increased payment rates by 15 per cent as well as a trial with the courts services which showed personalised text messages were six times more effective than final warning letters at prompting the payment of fines.

Success has been seen elsewhere in the world too. For example, donor registration jumped from 38 per cent to 60 per cent in the US state of Illinois when drivers applying for new or replacement licences were asked if they wanted to go on the register.

Meanwhile, in Denmark policy makers have been so impressed with the results of schemes they have tried that a dedicated

Nudging Network to coordinate efforts to influence behavioural change has been set up.

But with much of the evidence base compiled from small scale studies, some experts have questioned whether nudge can be used on a larger scale and if the improvements are sustained in the long-term.

Others have even suggested the approach could be ethically wrong as it could be argued behavioural change is a form of covert coercion.

Evidence presented to the House of Lords Science and Technology Committee also raised this issue. But its final report, published in 2011 after a year-long inquiry, concluded behavioural change techniques had a role to play. In particular, of local authorities, it said they were the "most qualified to assess the need for and implement interventions". It was also suggested that councils could play a key role in developing an evidence base for behavioural change by evaluating their local schemes. However, the committee also had a warning. It said nudging was only part of the solution as on its own it was "unlikely" to be successful. The solution, according to MPs, lay in combining it with other measures, some of them regulatory.

How can councils make use of nudging and shoving?

- ✓ Ensure the strategy and interventions meet local needs, identified through the JSNAs and other local data.
- ✓ Consider naming a strategic local authority lead – member or officer to address behavioural change.
- ✓ Ensure the content, scale and intensity of each intervention is proportionate.
- ✓ Ensure behaviour-change interventions aim to both initiate and maintain any change. They should also include strategies to address relapse and recognise that this is common.
- ✓ Base interventions on a proper assessment of the target group, where they are located and the behaviour which is to be changed.
- ✓ Ensure time and funds are allocated for independent evaluation of the short-, medium- and long-term outcomes of any behaviour-change service.
- ✓ Take account of – and resolve – problems that prevent people from changing their behaviour. For example, the costs involved in taking part in exercise programmes.
- ✓ Train staff to help people change their behaviour.
- ✓ Consider how interventions should be complemented by other measures, including regulation.
- ✓ Harness the power of the community - some areas have appointed champions among their local population.

Case studies

Reducing salt intake (Gateshead)

Fish and chips is one of the nation's favourite dishes. But thanks to work by Gateshead Council take-away shops across the country have started helping people reduce their salt intake.

Research carried out by the council in 2005 discovered customers often ate huge quantities of salt with their fish and chips. In fact, up to half the recommended daily allowance was being consumed in a single serving on some occasions.

Work by trading standards found many takeaways were using flour shakers instead of salt cellars. Some had as many as 17 holes.

So they asked a manufacturer to produce a salt shaker with five holes, which was distributed free of charge to takeaways across the area. The idea has subsequently been adopted by many other councils across the country demonstrating how a low-cost nudge can have a big impact.

Further information:
www.gateshead.gov.uk/Home.aspx



Reducing teenage pregnancy (Nationwide)

Teens and Toddlers is a UK charity which tackles teenage pregnancy in an unusual way – they get teenagers to mentor young children.

Young people taking part in the 20-week programme spend time supervising and playing with a toddler at nursery so they can see exactly what parenthood involves. Teenagers are also provided with a forum to discuss their experiences with each other.

The charity has worked with nearly 30 local authorities helping thousands of teenagers. Evaluation of its work in recent years shows that the pregnancy rate of those who participated in the programme was 2.7 per cent compared to a national average of close to 4 per cent. This is despite the fact that it works with higher-risk teenagers.

Further information:

www.teensandtoddlers.org/

Organ donation (DVLA)

Less than a third of people are signed up to be organ donors - despite research suggesting that nine in 10 would be happy to be one.

Some countries have adopted presumed consent, whereby people are automatically enrolled on the register unless they opt out.

But this is controversial. So with the help of the DVLA the NHS has been boosting numbers by making it compulsory for people to answer whether they want to be an organ donor when they renew or apply for new licences online.

By doing this it forces people to address the issue when too often they just put off making the decision even though many would choose to go on the register. Over half of those now agreeing to go on the donor register opt in via the DVLA process.

Further information:

<http://tinyurl.com/q7dwpzv>



Training staff (London)

The Triborough Public Health team, which covers the London boroughs of Westminster, Hammersmith and Fulham and Kensington and Chelsea, is so convinced of the power of nudge that it has set up training workshops for officers, NHS professionals and CVS staff explaining how they can use it in their working lives.

Over the last three years, more than 200 people have taken part.

More recently, a session has been developed specifically for council officers, taking account of the new public health duties councils have responsibility for.

But the sessions – called Capturing Your Public Health Moments – One Step at a Time – have also made behavioural change a key element too.

Participants are taught about the Nuffield intervention ladder and nudge theory and are given a series of real-life and hypothetical challenges to solve.

Further information:
Steve Shaffelburg, Strategic Public Health Adviser, Westminster Council

email: sshaffelburg@westminster.gov.uk

Getting people walking (Reading)

Reading Borough Council wanted to get local residents active – so it set the people of Caversham the challenge of walking round the world twice. That's 50,000 miles in total.

They did it – in just three months during the summer of 2013 – winning £6,000 worth of books for local libraries and schools in the process.

The scheme, called Beat the Street, was run in partnership with Intelligent Health.

A network of walking sensors was placed around the town and residents were given fobs to clock the miles they were doing.

They were able to monitor how the town was doing via a dedicated website. Over 4,000 people took part – including 60 per cent of the town's school children.

Further information:
<http://caversham.beatthestreet.me>



Want to know more?

Healthy Lives, Healthy People (Public health white paper November 2010)

<http://tinyurl.com/nh5tcmc>

Behaviour Change (House of Lords Science and Technology Committee report July 2011)

<http://tinyurl.com/3r2ea7q>

MindSpace: Influencing behaviour through public policy (Institute of Government report March 2010)

<http://tinyurl.com/buug8kc>

Applying Behavioural Insight to Health (Behavioural Insights Team report December 2010)

<http://tinyurl.com/os3rvy6>

Are Nudging and Shoving Good for Public Health? (Democracy Institute report published in September 2010)

<http://tinyurl.com/pjj3k6s>

When the public want change and politicians don't know it (Faculty of Public Health paper 2010)

<http://tinyurl.com/367lkzb>

Beyond Nudge (Birmingham University report)

<http://tinyurl.com/qezsgpp>

NICE guidance on behaviour change (2007 and 2013 draft update)

www.nice.org.uk/PH6

<http://tinyurl.com/p28n76h>

LGA public health resources including tackling drugs and alcohol, teenage pregnancy, and obesity: <http://tinyurl.com/napyup6>

www.local.gov.uk/health



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please contact us on 020 7664 3000.

We consider requests on an individual basis.

L13-752

Appendix 2. Equality Impact Assessment

1. Under s.149 of the Equality Act 2010, when making decisions, Epping District Council must have regard to the Public Sector Equality Duty, ie have due regard to:
 - eliminating unlawful discrimination, harassment and victimisation, and other conduct prohibited by the Act,
 - advancing equality of opportunity between people who share a protected characteristic and those who do not,
 - fostering good relations between people who share a protected characteristic and those who do not, including tackling prejudice and promoting understanding.
2. The characteristics protected by the Equality Act are:
 - age
 - disability
 - gender
 - gender reassignment
 - marriage/civil partnership
 - pregnancy/maternity
 - race
 - religion/belief
 - sexual orientation.
3. In addition to the above protected characteristics you should consider the cross-cutting elements of the proposed policy, namely the social, economic and environmental impact (including rurality) as part of this assessment. These cross-cutting elements are not a characteristic protected by law but are regarded as good practice to include.
4. The Equality Impact Assessment (EqIA) document should be used as a tool to test and analyse the nature and impact of either what we do or are planning to do in the future. It can be used flexibly for reviewing existing arrangements but in particular should enable identification where further consultation, engagement and data is required.
5. Use the questions in this document to record your findings. This should include the nature and extent of the impact on those likely to be affected by the proposed policy or change.
6. Where this EqIA relates to a continuing project, it must be reviewed and updated at each stage of the decision.
7. All **Cabinet, Council, and Portfolio Holder decisions must be accompanied by an EqIA**. An EqIA should also be completed/reviewed at key stages of projects.
8. To assist you in completing this report, please ensure you read the guidance notes in the Equality Analysis Toolkit and refer to the following Factsheets:
 - Factsheet 1: Equality Profile of the Epping Forest District
 - Factsheet 2: Sources of information about equality protected characteristics
 - Factsheet 3: Glossary of equality related terms
 - Factsheet 4: Common misunderstandings about the Equality Duty
 - Factsheet 5: Frequently asked questions
 - Factsheet 6: Reporting equality analysis to a committee or other decision making body

Section 1: Identifying details

This section describes the ownership of the assessment.

Your function, service area and team: Communities, Private Sector Housing and Communities Support

If you are submitting this EqIA on behalf of another function, service area or team, specify the originating function, service area or team: NA

Title of policy or decision: Behavioural insights bid

Officer completing the EqIA: Robin Ray Tel: 4146 Email: rray@eppingforestdc.gov.uk

Date of completing the assessment: 20.11.17

Section 2: Policy to be analysed

This section should identify whether the change is a new policy/decision or whether we are making a change to something that already exists. You should describe what you are doing, why and the changes expected as a result.

2.1	Is this a new policy (or decision) or a change to an existing policy, practice or project? Project
2.2	Describe the main aims/objectives of the policy (or decision) and the outcome you are hoping to achieve (ie decommissioning or commissioning a service)? <ul style="list-style-type: none">To increase the take up for Direct Debit (generally considered to be the most effective and efficient method of collecting Council Tax).To transfer lessons learnt from this will be transferred to other debt streams including Business Rates, Housing Rents and Sundry Debts to improve Direct Debit penetration in those areas.To introduce behavioural insights into our regulatory activity (initially into the private rented sector enforcement team) and achieve greater and swifter compliance with informal regulatory actions. A by-product of which will be to establish a non-adversarial relationship between the local authority and business/individual and free up resources to tackle non-compliant landlords.
2.3	Does or will the policy or decision affect any of the following in particular with regards to the equality protected characteristics The policy will potentially affect all persons living or working in the district. Will the policy or decision influence how organisations operate? The project will seek to influence organisations and individual decisions but not require any change.
2.4	Will the policy or decision involve substantial changes in resources? No.

2.5	<p>Is this policy or decision associated with any of the Council's other policies and how, if applicable, does the proposed policy support corporate outcomes?</p> <p>NA.</p>
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Section 3: Evidence/data about the user population and consultation¹

Consider what is known about the population likely to be affected, which will support your understanding of the impact of the policy, eg service uptake/usage, customer satisfaction surveys, staffing data, performance data, research information (national, regional and local data sources).

3.1	<p>The changes brought about by this project are very broad (in that it will affect the majority of people and businesses that come into contact with the Council) however the significance of the impact is very slight and it will not significantly affect how functions are delivered.</p> <p>The project is to be delivered in functions across the council (rather than in areas identified as being important to people with particular protected characteristics) and in relation to the project it does not relate to any areas with known inequalities.</p> <p>It is not thought that people with a particular protected characteristic will be affected differently and will not impact on how other organisations operate in terms of equality.</p> <p>Due to this further investigation into the groups likely to be affected is not considered to be required.</p>
3.2	<p>Have you consulted or involved those groups that are likely to be affected by the policy or decision you want to implement? If so, what were their views and how have their views influenced your decision?</p> <p>No.</p>
3.3	<p>If you have not consulted or engaged with communities that are likely to be affected by the policy or decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary:</p> <p>The nature of the impact of the policy is neutral upon all groups and the extent of the is impact considered to be low, therefore no consultation is considered to be required.</p> <p>In addition to which the policy under consideration is a minor of technical operational change with no effect to the ongoing provision, reduction or delivery of any service and consultation is not therefore considered necessary.</p>

Section 4: Impact of policy or decision

Based on section 3 clearly assess any negative impacts and how specifically the change may impact any of the equality groups listed.

Description of impact	Nature of impact Positive, neutral, adverse (explain why)	Extent of impact Low, medium, high (use L, M or H)
Age	Positive: The principle behind behavioural insights is that when based upon behavioural science low cost interventions can be used to encourage people to make better choices for themselves and society.	L
Disability	As above.	L
Gender	As above.	L
Gender reassignment	As above.	L
Marriage/civil partnership	As above.	L
Pregnancy/maternity	As above.	L
Race	As above.	L
Religion/belief	As above.	L
Sexual orientation	As above.	L

Section 5: Conclusion

This section should record your decision as to whether there will be an adverse impact on one or more equality groups as a result of the proposed change.

		Tick Yes/No as appropriate	
5.1	Does the EqlA in Section 4 indicate that the policy or decision would have a medium or high adverse impact on one or more equality groups?	No <input checked="" type="checkbox"/>	
		Yes <input type="checkbox"/>	If 'YES' , use the action plan at Section 6 to describe the adverse impacts and what mitigating actions you could put in place.

Section 6: Action plan to address and monitor adverse impacts

If there are adverse effects the actions to be taken to address these impacts must be described here along with a timeline for them to be achieved should be recorded here.

What are the potential adverse impacts?	What are the mitigating actions?	Date they will be achieved.

Section 7: Sign off

**I confirm that this initial analysis has been completed appropriately.
(A typed signature is sufficient.)**

Signature of Head of Service:

Date:

Signature of person completing the EqIA:



Date: 21/11/17

Advice

Keep your director informed of all equality & diversity issues. We recommend that you forward a copy of every EqIA you undertake to the director responsible for the service area. Retain a copy of this EqIA for your records. If this EqIA relates to a continuing project, ensure this document is kept under review and updated, eg after a consultation has been undertaken.