

## Select Committee Agenda



### **Neighbourhoods Select Committee Tuesday, 19th September, 2017**

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

**Committee Room 2, Civic Offices, High Street, Epping  
on Tuesday, 19th September, 2017  
at 7.30 pm .**

**Glen Chipp  
Chief Executive**

**Democratic Services  
Officer**

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#### **Members:**

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

**SUBSTITUTE NOMINATION DEADLINE: 6:30pm**

#### **1. APOLOGIES FOR ABSENCE**

#### **2. SUBSTITUTE MEMBERS (COUNCIL MINUTE 39 - 23.7.02)**

(Director of Governance) To report the appointment of any substitute members for the meeting.

#### **3. NOTES OF PREVIOUS MEETING (Pages 5 - 16)**

To agree the notes of the meeting of the Select Committee held on 27 June 2017.

#### **4. DECLARATIONS OF INTEREST**

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

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

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

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

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

**5. TERMS OF REFERENCE AND WORK PROGRAMME (Pages 17 - 20)**

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

**6. KEY PERFORMANCE INDICATORS 2017/18 - QUARTER 1 PERFORMANCE (Pages 21 - 32)**

(Director of Governance) to consider the attached report.

**7. CORPORATE PLAN KEY ACTION PLAN 2017/18 - QUARTER 1 POSITION (Pages 33 - 40)**

(Director of Governance) to consider the attached report.

**8. CORPORATE PLAN 2018 - 2023 (Pages 41 - 52)**

(Chief Executive) To consider the attached report.

**9. LOCAL PLAN UPDATE (Pages 53 - 56)**

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

**10. CORPORATE GREEN WORKING PARTY (Pages 57 - 62)**

(Director of Neighbourhoods) To note the minutes of the Corporate Green Working Party following its meetings on 14 June 2017.

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

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

**12. FUTURE MEETINGS**

To note the future meeting dates of this Committee. They are:

- 21 November;

- 30<sup>th</sup> January 2018; and
- 20<sup>th</sup> March.

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**EPPING FOREST DISTRICT COUNCIL  
NOTES OF A MEETING OF NEIGHBOURHOODS SELECT COMMITTEE  
HELD ON TUESDAY, 27 JUNE 2017  
IN COMMITTEE ROOM 1, CIVIC OFFICES, HIGH STREET, EPPING  
AT 7.30 - 9.13 PM**

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

**Other members present:** W Breare-Hall, A Grigg, H Kane, J Philip and G Waller

**Apologies for Absence:**

**Officers Present** D Macnab (Deputy Chief Executive and Director of Neighbourhoods), D Coleman (Planning Policy Manager), A Hendry (Senior Democratic Services Officer) and V Messenger (Democratic Services Officer (Trainee))

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

There were no substitute members for the meeting.

**2. NOTES OF PREVIOUS MEETING**

**RESOLVED:**

That the notes of the last meeting of the Neighbourhoods Select Committee held on 21 March 2017 be agreed, subject to the following amendment:

Declarations of Interest (Min no 36): That 'Centre' be deleted from 'Epping Forest Re-Use Centre' to read, 'Epping Forest Re-Use'.

**3. DECLARATIONS OF INTEREST**

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

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

The Committee noted its Terms of Reference and Work Programme.

Councillor S Neville asked if Essex County Council (ECC) Passenger Transport officers would be invited to a future meeting of this Select Committee (SC) as agreed at the last meeting. D Macnab replied that this was correct, but was dependant on their availability. He also added that the Council's Land Drainage officers would be invited to attend a future meeting to inform members about the various land drainage and flood matters with which they were involved.

Councillor A Patel asked if there would be a review of health and safety (H&S) procedures of the Council's properties, including the workshop and depot, as he thought this fell under the remit of the Neighbourhoods SC. D Macnab replied that

H&S came under the Resources Directorate and was brought up at a recent Forum meeting chaired by the Chief Executive in the wake of the Grenfell fire in the Royal Borough of Kensington and Chelsea. Emergency Planning came under the Environment Portfolio Holder (PFH) and this was an important item for consideration with this SC, and was also service specific to Communities and Resources Directorates. Additionally the Council would be carrying out a 'practical' exercise later in the year to test its response capabilities to a major incident scenario with a 'mock' recovery / rescue facilities centre staffed by our officers.

Councillor J H Whitehouse asked about Public Health and local strategic partnerships. D Macnab stated that Public Health had a wider strategic importance and sat with ECC and the Clinical Commissioning Groups (CCGs). However, this Council covered environmental health, and he would speak to the Assistant Director of Neighbourhood Services as Public Health and Wellbeing came under him, to provide a report for a future meeting.

Councillor M Sartin commented that Stansted Airport was putting forward proposals to increase passenger transport, and was this a matter for this SC. D Macnab replied there might potentially be 11 million additional passengers a year and that the Council had a duty to co-operate with the neighbouring councils of Uttlesford, East Herts and Harlow as part of the Local Plan, which was a standing item.

**Agreed:**

1. To invite ECC Passenger Transport officers to a future meeting.
2. To invite Land Drainage officers within the Technical Services Directorate to a future meeting.
3. To invite the Assistant Director of Neighbourhood Services to a future meeting to cover Public Health and Environmental considerations.

**5. NEIGHBOURHOODS DIRECTORATE BUSINESS PLAN FOR 2017/18**

D Macnab outlined the background to this item that O & S had requested the relevant Portfolio Holders (PFHs) attend the first meeting of each Select Committee (SC) to present their Business Plans, which were developed on a Directorate basis. This would enable each SC to undertake a more in-depth scrutiny role regarding the numerous services which made up each SC.

The Key Statistics showed a:

- Gross Budget of £18.6m;
- Gross Income of £8.9m;
- Net Budget of £9.7m; and
- 113 full time equivalent (FTE) staff.

These statistics covered frontline services, direct and contracted services – whether outsourced or in-house. The gross income comprised the Council's commercial estates, which provided the most revenue, car parking revenue and licensing income.

Councillor N Bedford asked for the PFHs to each give a short presentation on their responsibilities as defined in the table below, which would be followed by a 5-minute short session for questions and answers.

<b>Service Area</b>	<b>Portfolio</b>	<b>Portfolio Holder</b>
Leisure Management, North Weald Airfield Operations	Leisure and Community Services	Councillor H Kane
Environmental Health, Neighbourhoods, Public Health, Contingency Planning, Waste Management, Land Drainage and Flood Alleviation, Contaminated Land, Grounds Maintenance, Fleet Operations, Environmental Co-ordination	Environment	Councillor W Breare-Hall
Licensing, Car Parking, Energy Efficiency, Fuel Poverty and Countrycare	Safer, Greener and Transport	Councillor G Waller
Planning Policy	Planning and Governance	Councillor John Philip
Economic Development	Assets and Economic Development	Councillor A Grigg
Local Strategic Partnerships	Leader's Portfolio	Councillor C Whitbread

Councillor H Kane introduced the **Leisure and Community Services** Portfolio.

The Leisure and Community Services Portfolio covered a diverse range of leisure, cultural and community services, both provided directly by the Council and in partnership with other agencies. The administration of the Council's Grant Aid Scheme was also the responsibility of the PFH.

Councillor H Kane had already presented the Community and Cultural Services Business Plan to the Communities SC. Therefore the main area within the Terms of Reference of the Neighbourhoods SC was the management of the Council's Sports and Leisure Centres.

The Council had let a new 20-year contract to Places for People Leisure (PfP) to manage the District's Leisure Centres after a competitive dialogue procurement process. The contract had started on 1 April 2017 and would not only bring in significant investment but also deliver on average £1m per year of savings to the Council.

There was a monitoring process built into the contract to ensure that PfP performed to the required standards. This included both statistical returns, but also customer satisfaction surveys and site inspections by the Council's Client Officers.

The tender for the contract required bidders to submit proposals for the improvement of the facilities and also the design, build, operation and management of a new Leisure Centre at Hillhouse, Waltham Abbey to replace the ageing Waltham Abbey pool.

PfP proposals were summarised as below:

1. Extension to Loughton Leisure Centre, to provide a new 120-studio fitness suite and new management studio.
2. Conversion of two squash courts at Epping Sports Centre to two new movement studios, extension of the fitness suite, a complete changing room refurbishment and a new crèche facility in the under-used bar area.
3. Internal refurbishment to fabric and finishes at Ongar Leisure Centre plus the purchase of new gym equipment. External reinstatement of the tennis courts on which the temporary school accommodation stood.
4. New modern purpose built wet and dry leisure centre at Hillhouse, Waltham Abbey to contain a 25-metre main pool, teaching pool, fitness suites and movement studio plus a community room. The Outline consent had been granted with a full planning application due to be considered by District Development Management Committee in July. If successful, building was due for completion by November 2018.

Councillor A Patel said that there had not been any update from the Forum meeting. D Macnab replied that a liaison committee had not been set up as yet. They were hoping to set it up along the lines of the Waste Management Partnership Board, with senior management from P&F and meet on a quarterly basis.

Councillor M Sartin asked about progress on the North Weald Airfield Operations. D Macnab said that came under Councillor H Kane for day-to-day operations and safety etc. The Assets and Economic Development PFH, Councillor A Grigg, would deal with the commercial aspects of the Airfield, while its future use would come under the Planning and Governance PFH, Councillor J Philip.

Councillor W Breare-Hall introduced the **Environment** Portfolio.

The Environment Portfolio covered a diverse range of frontline services, which maintained and enhanced the physical environment of the District, to help improve the quality of life for residents.

The main area of responsibility was the provision of domestic waste collection, recycling and street cleansing. This service was undertaken by Biffa Municipal who was awarded the contract in November 2015. Despite difficulties experienced in the change from 5-day to 4-day collections, the general quality of the service from Biffa was good, especially now that the contract was fully stabilised and the need for agency staff had been largely eliminated.

The performance of the contract was managed through a partnership board (PB) which negotiated some variations to the original contract, to reflect the change in composition of dry recycling, the number of clear recycling bags our residents utilised and the number of new homes being provided. This had led to increased costs of approximately £350,000 per annum. The PB was reviewing its options to increase efficiency and recover these costs. If feasible, there might be the potential for a third wheeled bin for dry recycling.

It was noted that the clear waste sacks had increased costs and officers were now working on other possibilities including the inclusion of a third wheeled bin.

Air quality was an ongoing concern for our residents. The Council undertook general air quality monitoring across the District and more in-depth monitoring in areas where



there was an indication of increased risk e.g. heavily congested parts of the District. Air quality monitoring was taken very seriously by the Council and it would review how it undertook this work to see what improvements could be made to ensure it was well placed to respond to any legislative changes. The Council would also review the principle of enforcement action for idling traffic, for example as could happen outside schools.

The Cabinet would be receiving a report in July regarding the disposal of the Pylles Lane Nursery Site. The service was due to transfer to the new Oakwood Hill Depot, but with the feasibility of relocating the housing repairs service to this location, an alternative location was being pursued at Town Mead, Waltham Abbey. With the loss of the traditional glass-houses at Pylles Lane, the procurement of plants for the numerous bedding schemes across the District was being undertaken. Hopefully within procurement rules this could secure supplies from local growers.

In light of the tragic fire in Kensington and Chelsea and the perceived poor response from the Borough, the Council would review its Emergency Planning arrangements. Whilst plans were in place it would be holding an exercise to test assurance. The Neighbourhoods SC would be receiving a separate report on this at a future meeting.

Councillor N Bedford asked how the Civil Emergency Planning arrangements would be tested practically. D Macnab said this would be co-ordinated by our Emergency Planning officers. They would be checking the call-handling and would be looking at how staff could physically set up a recovery / emergency facilities centre.

Councillor N Avey complimented the Council on the very fast reply he had recently received from the Environment and Neighbourhoods call centre when he had reported his green bin was cracked and it had taken two days to receive a replacement bin.

Councillor J H Whitehouse was very pleased to hear that air quality arrangements would be reviewed in the District and asked if this would include Epping Underground Station where the fumes were very bad as quite often cars and buses left their engines idling. Councillor W Breare-Hall said the review of air quality monitoring should start within the next six months. D Macnab added that this project would be led by the Assistant Director of Neighbourhood Services, J Nolan. It might be feasible to include Epping Station but this was on private land as was the access road, which was owned by Transport for London. The Environment and Neighbourhood Enforcement Officers would also be able to issue fines of £60 to 'idling' offenders, which he affirmed to Councillor S Neville would use existing staff. This was a matter that would require clear guidelines and appropriate publicity before implementation. Councillor L Hughes also commented on the increase in fumes when vehicles were stationary in traffic jams and that she had seen stationary buses with no drivers but with the engines left running. Councillor W Breare-Hall was sure conversations between relevant parties would help stop this. Councillor N Bedford commented that ice cream vans could be a problem in the City and that the City of London Corporation used idling as a means to confiscate the vehicle rather than confiscating the ice creams. Councillor G Shiell drew attention to the parking outside some schools which was hazardous when vehicles were parked on double yellow lines.

On the issue of flimsy recycling sacks and people using two at a time from Councillor S Neville, Councillor W Breare-Hall said that quality testing of these sacks had been undertaken. There was also a cost element involved as thicker sacks would be more costly for the Council, but he acknowledged that using two instead of one also increased consumption. Councillor N Bedford commented on the way sacks were

delivered to residents by the contractor and often thrown onto the fronts of properties and asked why these could not be collected instead. Councillor W Breare-Hall replied that he had raised the way sacks were deposited and that the response was unsatisfactory.

Councillor H Brady said the contractor was good at collecting residents' refuse bins. However, what about the problem of fly-tipping and would the Council be approaching Essex County Council about fly-tipping with a view to ECC widening the waste taken at its recycling centres? Councillor W Breare-Hall replied that the next county-wide meeting on this was next week and ECC might hopefully be forthcoming on this matter. At the moment he was not making any connection yet between when ECC had introduced its new waste protocol at its recycling centres. However, if there was a correlation between the tighter restrictions and the increase in fly-tipping then he would be pressuring ECC on this.

Councillor G Waller introduced the **Safer, Greener and Transport** Portfolio.

The Safer, Greener and Transport Portfolio covered a range of frontline services as well as wider responsibilities for working in partnership with others on such issues as community safety and highways / transport. The Communities SC had already considered the work of the Community Safety Partnership at their last meeting. The Governance SC covered the conservation of the built environment, and trees and landscape.

Within the Portfolio the most contentious issue for residents, visitors and local businesses was parking, along with the Local Plan. The North Essex Parking Partnership (NEPP) was set-up by Essex County Council (ECC) to manage both on-street and off-street parking. Last year the Council gave notice to quit the off-street component of NEPP and took back the control of its own pay and display car parks. The Council undertook its own competitive tender resulting in the appointment of NSL Limited. The NSL contract would make enforcement more regular across all of the Council's car parks. In advance of the new arrangements, significant investment in new ticketing machines, surfacing, signage and light had taken place. There should be a considerable increase in revenue from parking and penalty charge notices (PCNs). However, the Council was not seeking to issue as many PCNs as possible, but rather encourage compliance.

One of the problem areas was that of parking outside schools and we now have a camera car that could wait outside problem schools to catch this behaviour; what he wanted now was for members to let him know which schools the camera car should concentrate on.

The Council's Countryside Management Service, Countrycare, worked across the District not only on nature conservation and land management of the Council's assets, but also provided invaluable advice and support to private landowners. A particular feature of the service was their ability to enthuse and co-ordinate the work of volunteers. The four staff were complemented by over fifty volunteers. The volunteers met every Thursday to work in the nature reserves (NRs), they were very enthusiastic and a genuine flagship resource. The service was due to relocate to the new Oakwood Hill Depot, similar to the Nursery Service, but with housing repairs now relocating there, a review was underway to see if Countrycare could be better accommodated at Town Mead, Waltham Abbey. Another aspect of future arrangements for Countrycare that was being looked at was how some cost recovery could be achieved from private / partner organisations without it becoming a disincentive for owners to manage sites for the benefit of wildlife, flora and fauna.

There were currently nine NRs, which would hopefully increase by three to four new sites.

This Council was not the statutory transport authority, which was undertaken by Essex County Council, but the PFH supported a liaison role on transport matters and associated infrastructure, such as through funding for Epping Forest Community Transport for the elderly, which we supported with a grant of £16,000 – £17,000 per annum, and had recently taken over Harlow Community Transport. Similarly, a wider view was taken on such issues as the Central Line and TfL responsibilities for buses in the south of the District.

Within the Green component of the Portfolio, sat a remit for energy efficiency and associated issues, such as fuel poverty. The Council's commitment to the green agenda was co-ordinated through the Officer Working Party which the PFH attended. As well as trying to reduce the carbon footprint of the Council, by such initiatives as the solar panels on the Civic Offices, officers worked with landlords and tenants in the private sector to ensure that good standards of insulation and energy efficiency were achieved in privately rented property, to mitigate against the risk of fuel poverty, i.e. namely those who spent a disproportionate amount of their income just trying to heat their homes.

Councillor S Neville asked where the new three or four nature reserves were situated. Councillor G Waller replied that there was one in Sheering Village and another in Matching. Sheering Parish Council had engaged Epping Forest District Council to do the work, and in Councillor L Hughes' ward (Broadley Common, Epping Upland and Nazeing). Councillor R Morgan added that Sheering Parish Council had organised a 5-year contract with Epping Forest Countrycare.

Councillor A Patel asked about the funding issue from Transport for London (TfL) for step free access to the underground stations. Councillor G Waller replied that TfL had approached the Council looking for some funding, but had not understood it was not set-up as a unitary authority and that ECC was the transport authority for the County. Councillor S Neville reported that the Buckhurst Hill Feasibility Study had been partly funded by ECC and was now completed but he had not received a copy of the report yet.

Councillor J Philip introduced the **Planning and Governance** Portfolio.

He stated that planning covered Neighbourhoods and Governance Directorates. The Portfolio had the responsibility for all aspects of Governance as well as both the Development Management and Planning Enforcement aspects of the Council's Planning Services. There was a need to ensure the Local Plan was done as quickly as the Council was able to, and he asked if the Committee would agree to bring forward agenda item 9, Local Plan Update, to follow this item so he could expand on his presentation, which was agreed.

Councillor A Grigg introduced the **Assets and Economic Development** Portfolio.

The Portfolio covered both the management and development of the Council's physical estate, primarily the commercial property portfolio, as well as a small team that promoted economic development, sought to support local businesses and promoted the visitor economy, and the Valuation Service.

A review had been undertaken on the Estates and Valuation Service with an increased focus on driving revenue from the estate and sought to maximise the

potential of the assets. In the short term, the Council had been relying on agency staff. This new structure would establish a more sustainable permanent staffing structure with the appropriate skills for the future.

Members of the Cabinet Committee received regular updates on the progress of the Shopping Park. The builders were excellent and had completed on time in June. All the key tenants, Aldi, Costa Coffee, Hobbycraft and TK Maxx, were in place and had been handed over to allow the fitting out of the shop units. The Shopping Park was still scheduled to open by the end of September and the S278 Highways Work should be finished by the end of August 2017.

The legal agreement on the St John's Road site was due to be completed in mid-July. New negotiations to secure the community benefits, in particular the cinema were complete. Frontier would then proceed with the detailed development of their full planning application, which could be received by the end of the year.

There were no further questions from members.

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

The Committee had agreed to bring forward item 9, Local Plan Update.

## **7. LOCAL PLAN UPDATE**

Councillor J Philip reported on the development of the new Local Plan (LP), which was the key issue in the Business Plan. The adoption of the LP was not going to happen this year. An update on the progress of its production and the results of the Regulation 18 consultation would go to the next Cabinet meeting on 11 July 2017. The full consultation report of some 250 pages contained a lot of information and set out the feedback from the consultation. Two developer forums had been established; one for the draft strategic site allocations around Harlow, and one for the draft strategic site allocations for the rest of the District. Unfortunately there had been delays in the next stage of plan preparation including the receipt of the consultation analysis and report from Remarkable, which had caused increased pressure on meeting deadlines and keeping the LP moving forwards. Whilst it had been assumed there would be a maximum of between 75 to 100 new sites for consideration through the next stage of site selection, this had now increased to about 176.

Regarding transport modelling, the challenge was to know which sites the Council needed to model and work had started on modelling those sites included in the Draft LP. Habitats' Regulation Assessment and the impact on air quality in Epping Forest Special Area of Conservation (SAC) also had to be taken into account. Further work was being undertaken across the Functional Economic Market Area with – Harlow, East Herts and Uttlesford councils to ensure that sufficient employment land was provided through the LPs. The Harlow and Gilston Garden Town project had secured funds of £675,000 from the Department for Communities and Local Government (DCLG), and a further funding application had been submitted for 2017/18. This Council was acting as the fund holding authority.

The Council would continue to provide support for Neighbourhood Plans (NPs), along with the Rural Community Council of Essex (RCCE), and hoped to have meetings with local councils to move this forward.

Regarding the community housing fund, this would result in community led housing.

Councillor A Patel asked about the additional new sites and if ward members would still be consulted. Councillor J Philip replied that there would be workshops organised, the level of consultation would be worked out and members would be involved.

Councillor N Avey was concerned that the LP had already required a large public consultation with local site selection. Now a new selection had been added and commented that the public might feel bamboozled and that this would also allow developers to submit additional sites. Councillor J Philip explained that this was a legal requirement that had to be met to allow people the option to nominate new sites. All new sites would be scored on the previous criteria and a list of those sites would soon be published. Additional consultation might be required depending on the size of the housing development, and if a large development of around 500 was involved then there would be a targeted consultation around that area. The Council needed to show it had met its obligations. Developers could continue to put forward new sites until the Council had its LP completed.

D Coleman reported that the Council had organised a meeting on 13 June with a Planning Inspector to receive a preliminary view on the Draft LP, and the meeting had proved very useful. Councillor J Philip commented that if the Council could show that it had met its need, then further consideration of additional sites might not be necessary. Also once the LP was a sound and adopted plan, then any further sites would be for the next plan period. D Macnab added that if the public did not like a site or had a better site for planning reasons, then they should let the Council know. Councillor J Philip said that the Council would prefer to put developments on brownfield land rather than Green Belt land, but this would need to be evaluated properly so the LP did not fail.

Councillor J H Whitehouse asked for further information on the preliminary advice received from the meeting with the Inspector. Councillor J Philip replied that a group of officers had attended the meeting and it was an opportunity to go through what the Council was doing, if it was on track, was further consultation required or transport modelling needed, were there any potential pitfalls to avoid, and were there any other areas that might need further investigation. The meeting was positive as the Council was fulfilling its obligations and no large criteria were missing. Its 'duty to co-operate' was very good. D Macnab said that the Inspector had read the LP which was thorough and robust with no obvious omissions. The Inspector had given specific feedback and the Council had responded confirming the advice received. D Coleman added it was very good advice and that the Council was moving in the right direction, which was very encouraging.

Councillor E Webster referred back to 2012 when several possible gypsy / traveller sites that were put forward had, for various reasons, not met the relevant criteria, but one clear point was that there would be no eastern sprawl. She asked how was this fair if new sites were now coming forward for the LP when they did not appear to meet those criteria. Councillor J Philip replied that the same set of criteria would be applied to the sites and guidance on how they would be processed was given in Regulation 18. If new sites had previously scored badly this would not change, and the Council would be transparent and clear so everyone would be treated fairly.

## **8. KEY PERFORMANCE INDICATORS 2016/17 - OUTTURN REVIEW**

The Committee reviewed the outturn position of the Corporate Plan Key Action Plan for 2016/17 in its areas of responsibility. The Committee noted:

**All indicators** - The overall position for all 37 KPIs at the end of the year was as follows:

- (a) 28 (75%) indicators achieved target;
- (b) 9 (25%) indicators did not achieve target; although
- (c) 3 (8 %) of these KPIs performed within its tolerated amber margin.

**Neighbourhoods Select Committee indicators** - Thirteen (13) of the KPIs fell within the Neighbourhoods SC's areas of responsibility. The overall position with regard to the achievement of target performance at the end of the year for these indicators, was as follows:

- (a) 9 (70%) indicators achieved target;
- (b) 2 (15% indicators did not achieve target; although
- (c) 2 (15%) indicator performed within its tolerated amber margin.

D Macnab explained the KPIs below:

- NE1001 (non recyclable waste) – high levels of residual waste were being generated on a national basis;
- NE1013 (waste recycled) and NE1014 (waste composted) – this used to be a combined waste. Epping Forest District Council was 9th nationally successful authority. The target was originally set as a 30 / 30 split but for next year the target would be adjusted accordingly. The packaging was becoming lighter as manufacturers took this on board. It was a bit disappointing, but the new scheme would be introduced on housing schemes.

Councillor J H Whitehouse commented that previous guidance given to residents was that wheeled bin lids must shut flat when presented for collection and that the Council should not be going back to when residents put out for collection wheeled bins that were untidy and / or had open lids. Councillor W Breare-Hall replied that residents needed to be educated but the Biffa staff were also very keen to take all bins. Council officers did go round and speak to residents to help them recycle.

Councillor S Neville asked if there was too much green waste could a resident get another bin. Councillor W Breare-Hall said that residents could ask for a larger green bin but the Council encouraged composting as the preferred option if the resident had an adequate sized garden that could accommodate this.

Councillor S Neville queried NE1012 (What percentage of our commercial premises was let to tenants?) on the lower performance figures of 97 per cent (actual) for quarters 3 and 4 which were slightly below target, yet the Sir Winston Churchill public house site was nearing completion. D Macnab said that they had nearly met the target and officers would be looking at the weighting of the figures and how to put more context into them.

Councillor S Neville commented on NE1010 (What was the net increase or decrease in the number of homes in the district?) with regard to the increase in housing that there should be less emphasis on this as it was not particularly helpful to show developers that the Council was not meeting its housing supply / demand. D Macnab agreed that the indicator was not really helpful, perhaps this could be deleted and then reinstated with the new Government Indicator for Local Plan delivery when the Local Plan (LP) was published. Councillor J Philip supported this as it could raise potential difficulties for the Council if it did not keep this on track. The Council could

take a one year hiatus on this as there would naturally be a discrepancy between adopting the LP and houses being developed and available.

**Agreed:**

To remove NE1010 from the statistics being reported on until the Local Plan was adopted.

**9. CORPORATE PLAN KEY ACTION PLAN 2016/17 - OUTTURN REVIEW**

The Committee noted the report.

**RESOLVED:**

That the Committee reviewed and commented on the outturn position of the Corporate Plan Key Action Plan for 2016/17 in relation to its areas of responsibility.

**10. GREEN CORPORATE WORKING PARTY**

The Committee agreed to take this item together with the next agenda item 11, Environmental Charter.

**11. ENVIRONMENTAL CHARTER**

Councillor J H Whitehouse asked if sufficient advertising of the Essex Energy Switch had been carried out as she did not recall seeing it in the Members Bulletin. Councillor Waller replied that this was the third or fourth year the scheme had been running and was publicised on the website. He added that most of those who had used the scheme to 'switch' had saved money. Councillor G Shiell added that it had been published in the Members Bulletin.

Councillor J H Whitehouse commented that not much progress seemed to have been made on charging points for electric cars. Councillor G Waller replied that he was very enthusiastic about this project that would be progressed with the help of the Environment PFH, Councillor W Breare-Hall. The Council would ensure this was publicised as the electric car trend was gathering pace. The new Shopping Park in Loughton would have ten charging points and would be well publicised. The Council also hoped to put in another ten in the other shopping park. They would be monitored for their use. Councillor N Bedford asked how charging points could be policed, if say a petrol car parked in a charging space. D Macnab said the charging points in the District would be free to residents. The Council had appointed Savills to undertake an oversight of the Shopping Park car park and parking would be controlled to allow a maximum of two and a half hours parking to curtail commuters parking all day. The car parks would also have an Automatic Number Plate Recognition system in operation. Councillor J H Whitehouse said that this was good news but what about more charging points elsewhere in the District. D Macnab said that if the charging point scheme took off then a future proofing exercise would be undertaken.

Councillor S Neville asked for more information on the energy conservation plan to which D Macnab replied that this had been in the Members Bulletin and was in this agenda.

**RESOLVED:**

That the Corporate Green Working Party update and the Environmental Charter Update had been commented on and noted.

**12. BOBBINGWORTH NATURE RESERVE (FORMER LANDFILL SITE) LOCAL LIAISON GROUP**

Councillor N Bedford explained that the Group had normally met twice a year but had recently agreed to meet once a year. W Breare-Hall added that as the site was working so well, it had been agreed that an annual meeting was more than sufficient.

The Committee noted the Terms of Reference of this Local Liaison Group dated June 2017.

**RESOLVED:**

That the Neighbourhoods Select Committee agreed that the Bobbingworth Nature Reserve Local Liaison Group could reduce their meetings from two to one a year.

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

There were no reports made for the next O & S Committee meeting.



## NEIGHBOURHOODS SELECT COMMITTEE

### TERMS OF REFERENCE – 2017/18

**Title: Neighbourhoods Select Committee**

**Status: Select Committee**

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

##### **General**

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

##### **Performance Monitoring**

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

##### **Environment**

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

##### **Leisure**

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

**Chairman: Cllr. Bedford**



## Neighbourhoods Select Committee (Chairman – Cllr Bedford) Work Programme 2017/18

Item	Report Deadline / Priority	Progress / Comments	Programme of Future Meetings
(1) Enforcement activity	TBA	Annual report to Committee	27 June 2017; 19 September; 21 November;  30 January 2018; 20 March
(2) KPIs 2016/17 – Outturn Review	First meeting of each municipal year	Outturn KPI performance report for 2016/17 - went to 27 June 2016 meeting <b>(COMPLETED)</b>	
(3) KPIs 2017/18 - Quarterly review	Quarterly	Review of quarterly performance: Q1 in September 2017; Q2 in November '17; Q3 in March '18	
(4) Corporate Plan Key Action Plan 2016/17 – Outturn Review	First meeting of each municipal year	Outturn Key Action Plan 2016/17 performance - went to 27 June 2017 meeting <b>(COMPLETED)</b>	
(5) Corporate Plan Key Action Plan 2017/18 – Quarterly Review	Quarterly	Review of quarterly performance: Q1 September 2017; Q2 November 2017; Q3 March 2018	
(6) To receive updates from the Green Corporate Working Party	As appropriate  (Last update received on the current position in November '16)	To monitor and keep under review the Council's progress towards the development and adoption of a corporate energy strategy/environmental policy and to receive progress reports from the Green Working Party.	
(7) To receive regular updates on the current position of the Local Plan	Update to go to each meeting.	Committee to keep a watch in brief on the position of the District's Local Plan – (last went to 27 June '17 meeting)	

**Neighbourhoods Select Committee (Chairman – Cllr Bedford)  
Work Programme 2017/18**

Item	Report Deadline / Priority	Progress / Comments	Programme of Future Meetings
(8) To receive an annual update on the Environmental Charter	June 2017	At their meeting on 28 June 2016 the Committee agreed to receive an annual update of the Council's Environmental Charter ( <b>COMPLETED</b> )	
(9) Review of arrangements for ensuring the behaviour of Licenced taxi Drivers	TBA	Item from the O&S Co-ordinating Group.	
(10) Yearly Review of the Off-Street Parking Service	TBA	At their November 2016 meeting the Committee agreed to review on an annual basis the off-street parking service recently taken over by EFDC from NEPP.	



## SCRUTINY



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

**Date of meeting: 19 September 2017**

**Portfolio:** Environment (Cllr Will Breare-Hall)

**Subject:** Key Performance Indicators 2017/18 - Quarter 1 Performance

**Officer contact for further information:** Monika Chwiedz (01992 562076)

**Democratic Services Officer:** Vivienne Messenger (01992 564607)

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

**That the Select Committee reviews Q1 performance in relation to the key performance indicators within its areas of responsibility.**

#### **Executive Summary:**

The Local Government Act 1999 requires that the Council make arrangements to secure continuous improvement in the way in which its functions and services are exercised, having regard to a combination of economy, efficiency and effectiveness.

As part of the duty to secure continuous improvement, a range of Key Performance Indicators (KPI) relevant to the Council's services and key objectives, are adopted each year by the Finance and Performance Management Cabinet Committee. Performance against the KPIs is monitored on a quarterly basis by Management Board and overview and scrutiny to drive improvement in performance and ensure corrective action is taken where necessary.

#### **Reasons for Proposed Decision:**

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

#### **Other Options for Action:**

No other options are appropriate in this respect. Failure to monitor and review KPI performance and to consider corrective action where necessary could have negative implications for judgements made about the Council's progress, and might mean that opportunities for improvement are lost.

#### **Report:**

1. A range of thirty-two (32) Key Performance Indicators (KPIs) for 2017/18 was adopted by the Finance and Performance Management Cabinet Committee in March 2017. The

KPIs are important to the improvement of the Council's services and the achievement of its key objectives, and comprise a combination of some former statutory indicators and locally determined performance measures. The aim of the KPIs is to direct improvement effort towards services and the national priorities and local challenges arising from the social, economic and environmental context of the district, that are the focus of the key objectives.

2. Progress in respect of each of the KPIs is reviewed by the relevant Portfolio Holder, Management Board, and overview and scrutiny at the conclusion of each quarter. This report provides an overview of all KPIs and includes in detail those indicators which fall within the areas of responsibility of the Neighbourhoods Select Committee
3. A headline end of Q1 performance summary in respect of the KPIs falling within the Neighbourhoods Select Committee's areas of responsibility for 2017/18, together with a detailed performance report for each of these indicators, is attached at Appendix 1 to this report.

### **Key Performance Indicators 2017/18 - Quarter 1 Performance**

4. The overall position for **all** thirty-two (32) KPIs at the end of the Quarter 1, was as follows:
  - (a) 27 (84%) indicators achieved first quarter target;
  - (b) 5 (16%) indicators did not achieve first quarter target, although 1 (3%) of KPIs performed within the agreed tolerance for the indicator; and,
5. **Neighbourhoods Select Committee indicators** – Twelve (12) of the Key Performance Indicators fall within the Neighbourhoods Select Committee's areas of responsibility. The overall position with regard to the achievement of target performance at Q1 for these thirteen (13) indicators, was as follows:
  - (a) 9 (75%) indicators achieved target;
  - (b) 3 (25%) indicators did not achieve target, and
  - (c) 0 (0%) of these KPI's performed within the agreed tolerance for the indicator
  - (d) 9 (75%) of indicators are currently anticipated to achieve year-end target, and a further
6. The 'amber' performance status used in the KPI report identifies indicators that have missed the agreed target for the quarter, but where performance is within an agreed tolerance or range. The KPI tolerances were agreed by Management Board when targets for the KPIs were set in March 2017.
7. The Select Committee is requested to review Q1 performance for the KPIs within its areas of responsibility. The full set of KPIs will also be considered by the Finance and Performance Management Cabinet Committee on 14 September 2017.

**Resource Implications:** none for this report

**Legal and Governance Implications:** none for this report; however performance management of key activities is important to the achievement of value for money.

**Safer, Cleaner, Greener Implications:** none for this report

**Consultation Undertaken:** Relevant Select Committees and the Finance and Performance Management Cabinet Committee.

**Background Papers:** KPI submissions held by the Performance Improvement Unit.







**Impact Assessments:**

**Risk Management:** none for this report

**Equality:** none for this report.

# Key Performance Indicators 2017/18 – Quarter 1 Performance Report

Appendix 1

Neighbourhoods Quarterly Indicators		Q1 2017/18			Q2 2017/18			Q3 2017/18			Q4 2017/18			Is year-end target likely to be achieved?
		Target	Value	Status	Target	Value	Status	Target	Value	Status	Target	Value	Status	
NEI001	How much non-recycled waste was collected for every household in the district?	95	105		196			296			400			No
NEI003	What percentage of our district had unacceptable levels of litter?	8%	10.97%		8%			8%			8%			No
NEI004	What percentage of our district had unacceptable levels of detritus (dust, mud, stones, rotted leaves, glass, plastic etc.)?	10%	4.83%		10%			10%			10%			Yes
NEI005	What percentage of the issues and complaints received by the Environment & Neighbourhoods Team received an initial response within 3 days?	95.5%	98.19%		95.5%			95.5%			95.5%			Yes
NEI006	What percentage of the recorded incidences of fly-tipping are investigated within 3 working days of being recorded?	90%	98.72%		90%			90%			90%			Yes
NEI007	What percentage of recorded incidences of fly-tipping (contract cleared) are removed within 5 working days of being recorded?	90%	92.77%		90%			90%			90%			Yes

# Key Performance Indicators 2017/18 – Quarter 1 Performance Report

Appendix 1

Neighbourhoods Quarterly Indicators		Q1 2017/18			Q2 2017/18			Q3 2017/18			Q4 2017/18			Is year-end target likely to be achieved?
		Target	Value	Status	Target	Value	Status	Target	Value	Status	Target	Value	Status	
NEI008	What percentage of the recorded incidences of fly-tipping (variation order/non contract) are removed within 10 working days of being recorded?	90%	94.74%	✓	90%			90%			90%			Yes
NEI009	What percentage of out of hours (OOH) noise complaints are responded to within 15 minutes?	90%	90.4%	✓	90%			90%			90%			Yes
NEI011	What percentage of the rent we were due to be paid for our commercial premises was not paid?	2%	1.51%	✓	2%			2%			2%			Yes
NEI012	What percentage of our commercial premises were let to tenants?	98%	98.90%	✓	98%			98%			98%			Yes
NEI013	What percentage of all household waste was sent to be recycled or reuse?	26%	23.75%	✗	26%			26%			26%			No
NEI014	What percentage of all household waste was sent to be composted or anerobic digestion.?	33%	35.81%	✓	33%			33%			33%			Yes



## Key Performance Indicators 2017/18 Quarter 1 Performance

Report Author: Monika Chwiedz (Performance Improvement Officer)

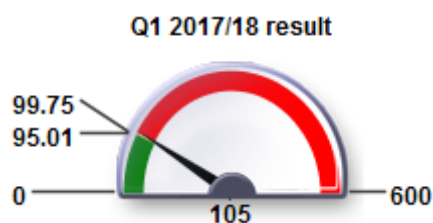
### Reflecting on our performance:

There are 32 KPIs for this year. 27 (84%) achieved target and 5 (16%) missed target, however of those missing target 1 (3%) performed within their amber tolerance

Nine (9) of the Key Performance Indicators fall within the Neighbourhoods Directorate

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

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



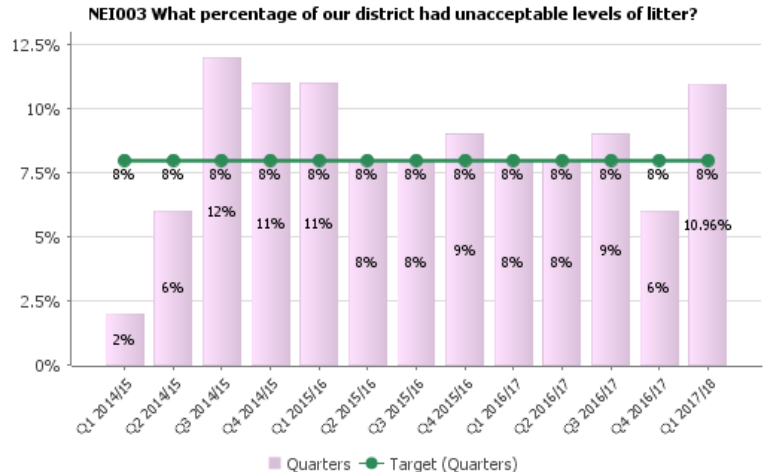
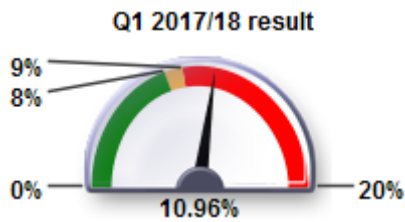
NEI001 How much non-recycled waste was collected for every household in the district?



**Comment on current performance:** Tonnage collected continues to rise, – looking at figures from other districts they are also experiencing a rise.

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

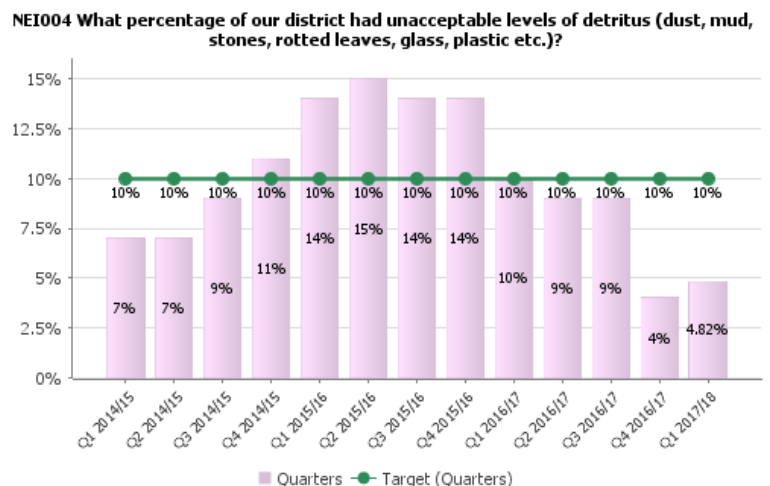
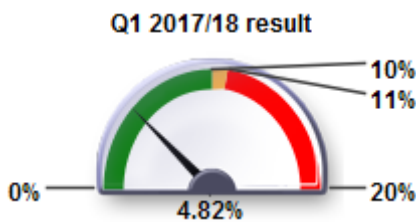
This indicator seeks to reduce unacceptable levels of litter. Performance is based on surveys of prescribed sites carried out over four quarterly periods each year, and represents the percentage of relevant land with deposits of litter which exceed the acceptable level.



**Comment on current performance:** The litter KPI is high again – litter is a constant issue because of the frequency of deposits what will always be regular. However we need to increase effectiveness of the cleansing operations.

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

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

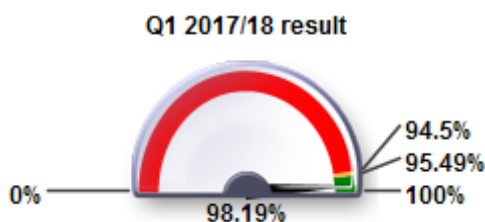


**Comment on current performance:** The previous problems on detruis seem to have been resolved but it needs constant monitoring to ensure it does not increase.

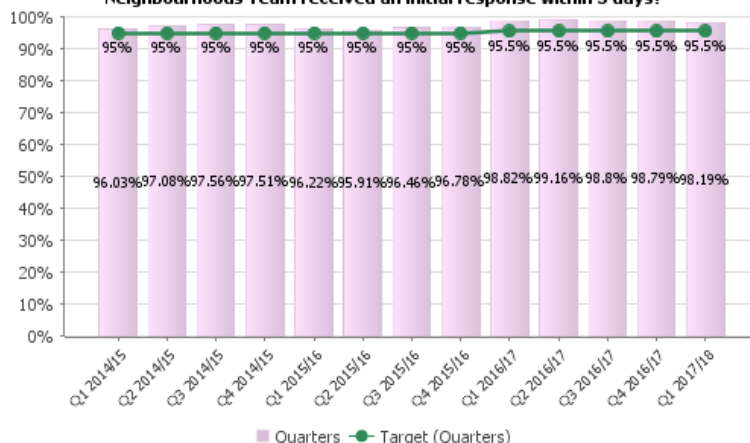
What percentage of the issues and complaints received by the Environment & Neighbourhoods Team received an initial response within 3 days?

**NEI005**

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



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

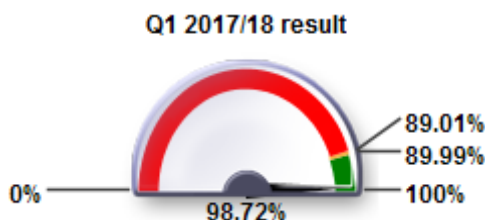


**Comments on current performance:** Target achieved. 1301 out of 1325 issues and complaints received an initial response within 3 working days.

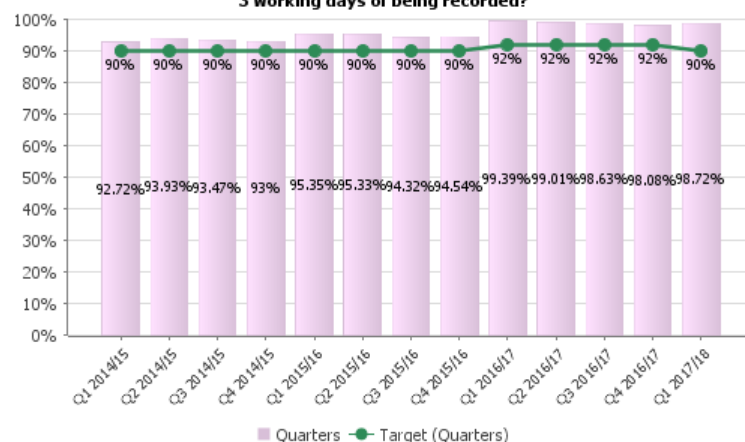
What percentage of the recorded incidences of fly-tipping are investigated within 3 working days of being recorded?

**NEI006**

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



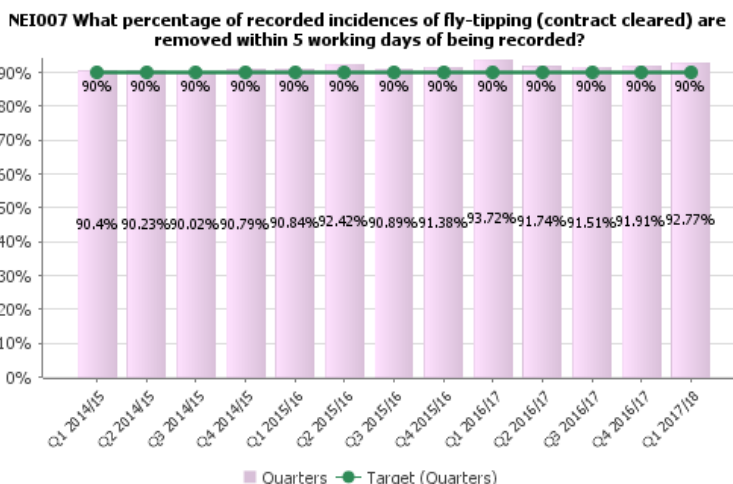
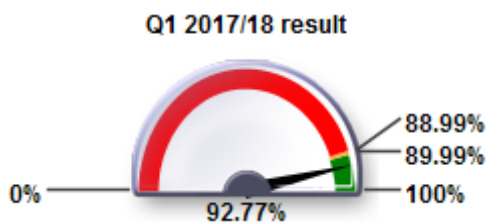
**NEI006 What percentage of the recorded incidences of fly-tipping are investigated within 3 working days of being recorded?**



**Comments on current performance:** Target achieved 77 of 78 incidents of fly-tipping that were investigated in this period were within 3 working days of the fly-tipping being recorded.

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

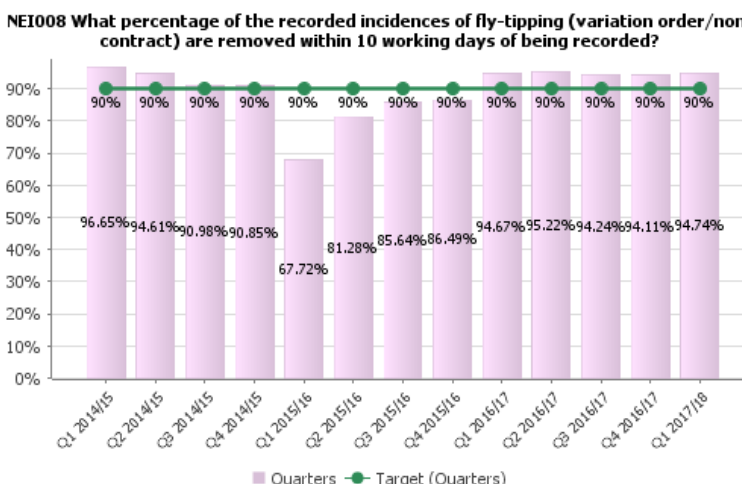
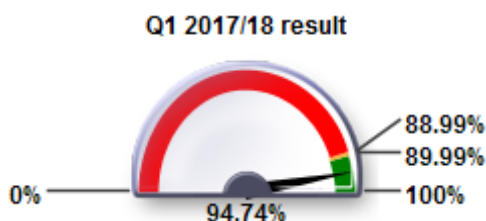
This indicator specifically considers fly-tip incidents which occur on land which the council is responsible for clearing and which can be cleared under the existing waste contract.



**Comments on current performance:** target achieved: 231 of 249 incidents were cleared under the waste contract within the target of 5 working days.

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

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



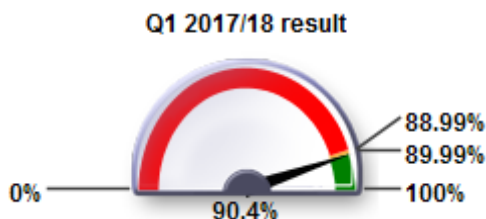
**Comments on current performance:** the target has been achieved. 198 out of 209 incidents were cleared within 10 working days.

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

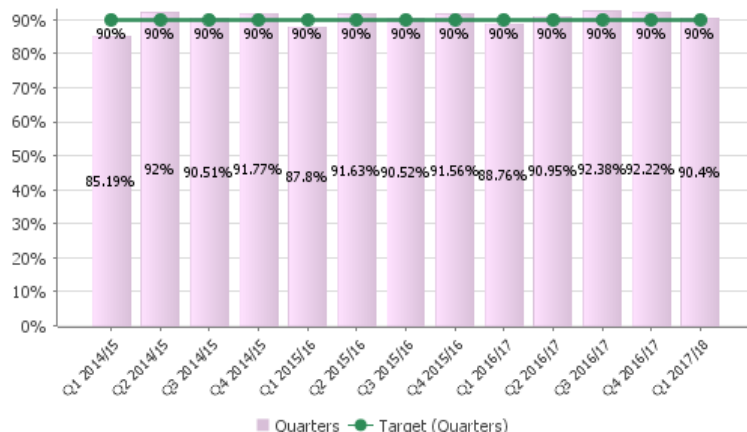


NEI009

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



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



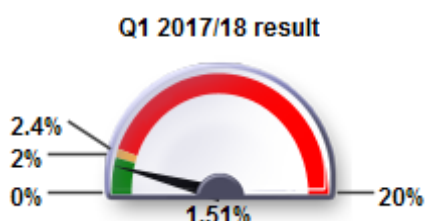
**Comments on current performance:** the target has been achieved. 113 of 125 calls achieved the target and received a call back within 15 minutes.

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

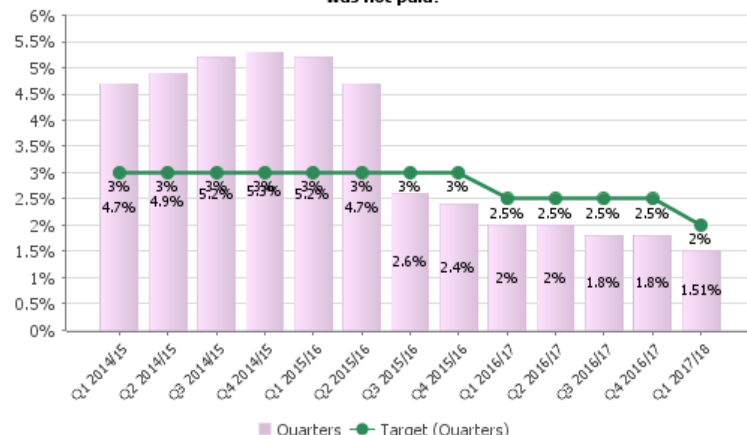


NEI011

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



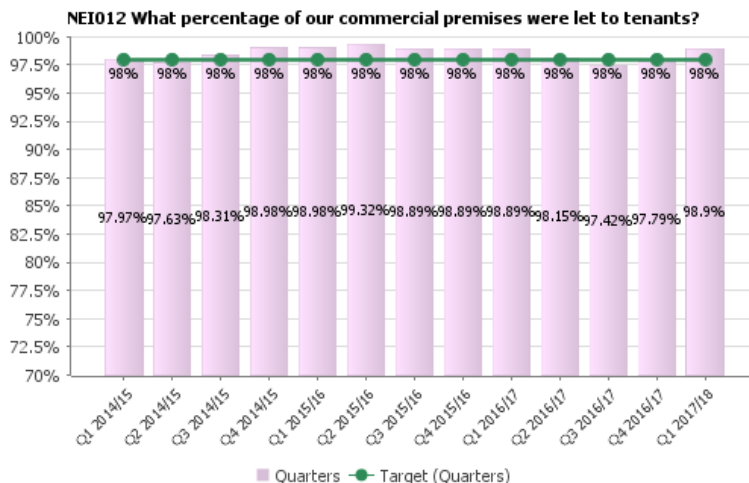
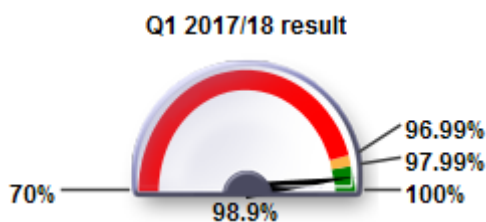
NEI011 What percentage of the rent we were due to be paid for our commercial premises was not paid?



**Comments on current performance:** target exceeded mainly due to significant rental income uplift as a result of re-gearing leases at Brooker/Cartersfield Road, Waltham Abbey (Glyn Hopkin) and at David Lloyd, Chigwell. Improved performance also resulting from more proactive arrears management and legal action for persistent non-payers. Continue with identifying opportunities for income enhancement as well as pro-active arrears management and timely issuing of invoices and reminders.

**NEI012** What percentage of our commercial premises were let to tenants?

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



**Comments on current performance:** performance improved for this quarter. This was due to completion of letting a vacant unit at the Broadway, Loughton and also the letting of two units in Waltham Abbey following the grant of planning permissions for changes of use.

12 & 14 The Broadway, Debden, Loughton. Lease completed. Tenant fitting out.

65 The Broadway, Debden, Loughton: Santander vacated. Unit now under offer and tenant awaiting the outcome of planning application for change of use.

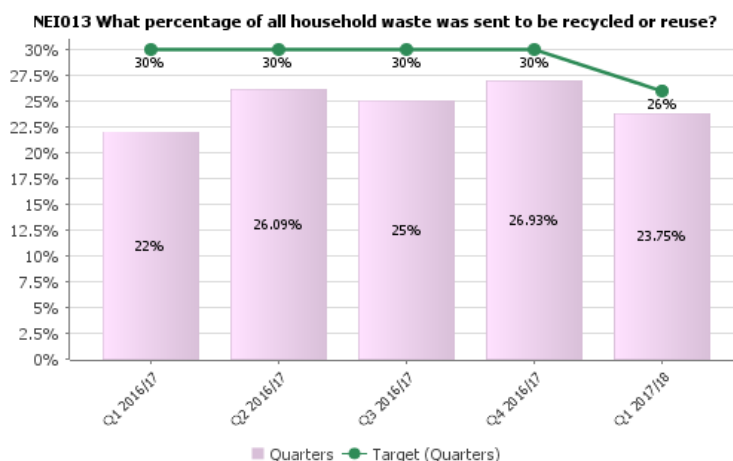
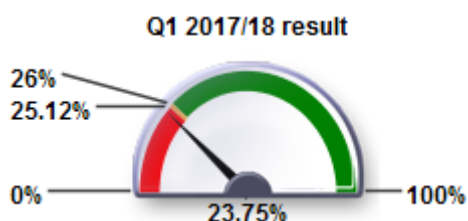
7 & 12 Hillhouse , Waltham Abbey - tenants found and leases completed.

15 Market Square, Waltham Abbey - tenant found and unit is under offer in solicitors hands.

Continue to progress lettings at 65 The Broadway Loughton, monitoring planning situation with the proposed tenant and also at 15 Market Square, Waltham Abbey.

**NEI013** What percentage of all household waste was sent to be recycled or reuse?

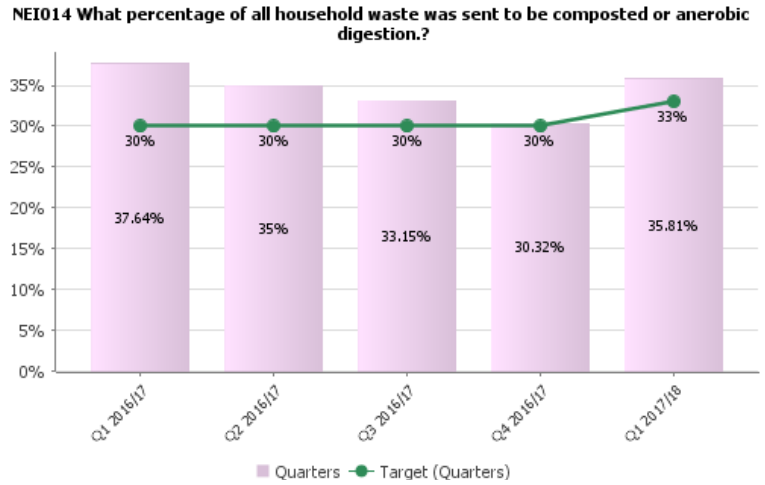
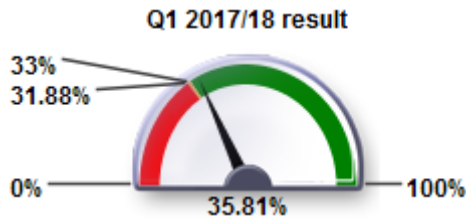
This indicator supports year on year reductions in the amount of residual waste collected, and measures the percentage of household waste arisings sent for recycling or reuse.



**Comment on current performance:** Recycling for this quarter has increased however municipal tonnage has increased as a whole.

**NEI014** What percentage of all household waste was sent to be composted or anerobic digestion.?

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



**Comment on current performance:** Tonnage is at acceptable levels for this time of year

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## SCRUTINY



Epping Forest District Council

## **Report to Neighbourhoods Select Committee**

**Date of meeting: 19 September 2017**

**Portfolio:** Leader (Councillor C. Whitbread)

**Subject:** Corporate Plan Key Action Plan 2017/18 – Quarter 1 progress

**Officer contact for further information:** Monika Chwiedz (01992 562076)

**Democratic Services Officer:** Vivienne Messenger (01992 564607)

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

- (1) That the Committee review the first quarter (Q1) progress of the Corporate Plan Key Action Plan for 2017/18 in relation to its areas of responsibility; and
- (2) That the Committee identifies any actions arising from the Corporate Plan Key Action Plan for 2017/18 Q1 within its areas of responsibility, which require in-depth scrutiny or further report on current progress.

### **Executive Summary:**

The Corporate Plan is the Council's key strategic planning document, setting out its priorities over the five-year period from 2015/16 to 2019/20. The priorities or Corporate Aims are supported by Key Objectives, which provide a clear statement of the Council's overall intentions for these five years.

The Key Objectives are delivered by an annual action plan, with each year building upon the progress against the achievement of the Key Objectives for previous years. The annual action plans contain a range of actions designed to achieve specific outcomes and are working documents and are therefore subject to change and development to ensure the actions remain relevant and appropriate, and to identify opportunities to secure further progress or improvement.

The Corporate Plan Key Action Plan for 2017/18 was adopted by Council at its meeting in September 2016. Progress in relation to all actions and deliverables is reviewed by the Cabinet, the Overview and Scrutiny Committee, and the appropriate Select Committee, on a quarterly basis.

### **Reasons for Proposed Decision:**

It is important that relevant performance management processes are in place to review progress against the key objectives, to ensure their continued achievability and relevance, and to identify proposals for appropriate corrective action in areas of slippage or under-performance.

Some actions have cross directorate responsibility. Where this is the case the most appropriate Select Committee is requested to consider the action. This report presents progress against the Key Action Plan for 2017/18 for actions most appropriately considered by the Neighbourhoods Select Committee.

## Other Options for Action:

Actions with cross directorate responsibility could be considered by an alternative Select Committee, or not considered by the Select Committees.

### Report:

1. The Corporate Plan 2015-2020 is the Council's highest level strategic document. It sets the strategic direction for the authority for the five year lifetime of the Plan. It focuses on a number of key areas that the Council needs to focus on during that time and helps to 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 are subject to change and development to ensure that the actions remain relevant and appropriate, and to identify opportunities to secure further progress or improvement. It has been proposed that the Leader of Council, in consultation with the Chief Executive, be authorised to agree any further changes to the Action plan, following its agreement by the Council.
4. Progress against the Key Action Plan is reviewed on a quarterly basis to ensure the timely identification and implementation of appropriate further initiatives or corrective action where necessary. Quarter 1 progress against the individual actions of the 2017/18 Key Action Plan, is as below: In reporting progress, the following 'status' indicators have been applied to the to individual actions:

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

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

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

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

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

5. There are 50 actions **in total** for which progress updates for Q1 are as follows:

• Achieved or On-Target:	46 (92%)
• Under Control:	0 (0%)
• Behind Schedule:	3 (4%)
• Pending:	1 (4%)
Total	50 (100%)

11 actions fall within the areas of responsibility of the Neighbourhoods Select Committee. At the end of Q1:

- 9 (50%) of these actions have been 'Achieved' or are 'On-Target'
- 0 (33%) of these actions are 'Under Control'
- 1 (17%) of these actions are 'Behind Schedule'
- 1 (0%) of these actions are 'Pending'

6. The Committee is requested to review the Q1 progress against Key Action Plan for 2017/18 as set out in Appendix 1 of this report, and identify any actions that require more in-depth scrutiny or further progress reports.

7. This report will also be considered by the Cabinet on 12 October 2017 and the Overview and Scrutiny Committee on 31<sup>st</sup> October 2017.

**Resource Implications:** None for this report.

**Legal and Governance Implications:** None for this report. Performance monitoring contributes to the delivery of value for money.

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

**Consultation Undertaken:** The performance information set out in this report has been submitted by each responsible service director.

**Background Papers:** Relevant documentation is held by responsible service directors.

**Impact Assessments:**

**Risk Management:** None for this report.

**Equality:** None for this report.

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**Aim 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.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
7. Sell the Council-owned nursery site at Pyles Lane, Loughton, to deliver a capital receipt	Neighbourhoods	31-Dec-2017	●	On Target	Q1 - Report on the value and marketing strategy for Pyles 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.
9. Deliver an approach to North Weald Airfield with an agreed operating partner, to maximise the use of the facilities	Neighbourhoods	31-Mar-2018	●	On Target	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	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	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.

**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
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	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.

**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
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	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.

**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	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.
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	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
2. Deliver the transition of the Council's leisure facilities to a new partner through contract management	Neighbourhoods	01-Apr-2017	●	On Target	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.
3. Develop a new leisure centre in Waltham Abbey, to deliver savings and improved facilities	Neighbourhoods	30-Nov-2018	●	On Target	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.

**Objective 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.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
5. Deliver initiatives from the Environmental Charter, using modern technology to provide enhanced services to customers	Neighbourhoods	31-Mar-2018	●	Pending	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.

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## **Report to Neighbourhoods Select Comm**

**Date of meeting: 19 September 2017**

# SCRUTINY

**Subject: Corporate Plan 2018-2023**



Epping Forest District Council

**Officer contact for further information:** David Bailey, Head of Transformation (01992 564105)

**Committee Secretary:** Vivienne Messenger, Democratic Services Officer (01992 564243)

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

- (1) **That the Committee considers and provides comment on the Council's proposed new Corporate Plan for 2018-2023;**
- (2) **That the Committee considers and provides comment on the proposed Benefits and Performance Measures for 2018-2023; and**
- (3) **That the Committee considers and provides comment on the proposed Corporate Specification for the first year of the plan, 2018-2019.**

### **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 with the input of Officers and Cabinet Members.

This new Corporate Plan will run from 2018 to 2023, and seeks to lay 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 (previously called the Key Action Plan) details how the Corporate Plan is being delivered through operational objectives, with these in turn linked to annual Directorate and Service business plans.

### **Report:**

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 at a strategic level fits together. 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 directorate and 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 seeks to link the key external drivers influencing Council services, with a set of corporate aims and objectives, grouped under three corporate ambitions.

5. The new Corporate 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 final Corporate Plan document will include 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 content presented in this report is by necessity more technical than it will be when presented in the final public documents. 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 is a forward looking and organised 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. Like the existing Corporate Plan, to minimise the expenditure associated with its production, it will only be available as an electronic download via the Council's website.

### **Corporate Aims and Objectives**

12. 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 refined and linked with a set of three interdependent corporate ambitions:

- Stronger Communities;
- Stronger Place; and
- Stronger Council.

13. 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 contained within the Appendices will be undertaken over the summer months and feedback invited from:

- Customers;
- Businesses;
- Partners;
- Staff and managers; and
- District Councillors, through Select Committees for Communities, Governance, Neighbourhoods and Resources, as well as the Overview and Scrutiny Committee.

14. The draft Corporate Plan – containing corporate ambitions, aims and objectives – is given on a single page in Appendix 1.

### **Corporate Specification 2018-2019**

15. 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 Directorate and Service business plans.

16. 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. New operational objectives will reflect the progress already achieved against the Corporate Plan.

17. Appendix 2 to this report includes the draft Corporate Specification for 2018-19 within the left-most column, 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**

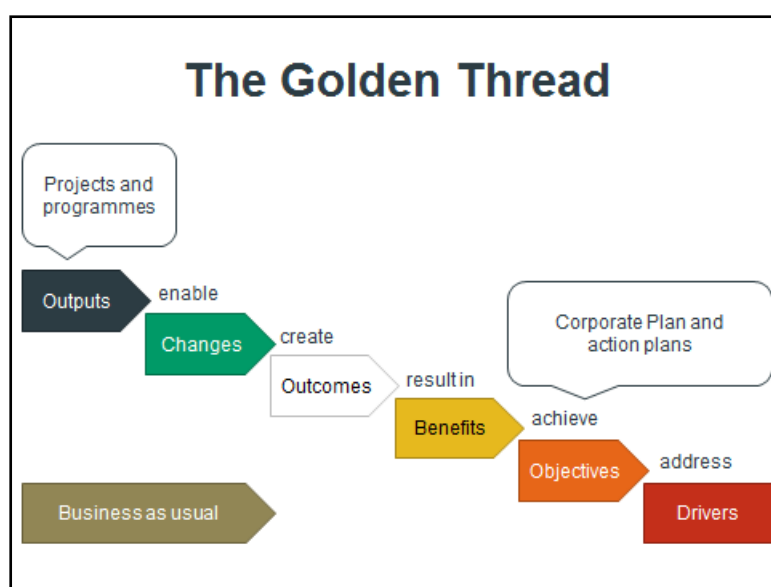
18. All benefits from individual corporate objectives, connect back to four key benefits, which are:

- 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

19. 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.

20. 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).

21. 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 Full Highlight Report and the key benefits and performance indicator set. It is envisaged that this will be presented as a benefits map, showing the interconnections between the delivery of projects, through 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.

22. 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).

23. 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.

24. It should be noted that the content of the draft Corporate Plan attached, including the Corporate Specification and benefits maps, may be subject to change between consideration by Members and prior to publication, as a result of consultation.

25. The Committee is requested to consider and provide comment on the draft documents.

26. The Corporate Plan 2018-2023 document will be further considered by Cabinet in

October 2017 before submission to Council for formal adoption in November 2017.

**Resource Implications:**

The design and production costs of the new Corporate Plan will be met from within the existing budget of the Transformation Programme Management Office. Resource requirements for any specific objective set out in this report will need to be identified by the relevant service director and reflected in the Council's budget processes.

**Legal and Governance Implications:**

There are no legal or governance implications arising from the recommendations of this report, which ensure that the Council sets appropriate corporate priorities, and monitors progress and reports against the achievement of benefits for customers.

**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:**

Management Board, Leadership Team and Cabinet Members have been involved in developing the Corporate Plan 2018-2023. Over the next few months the plan is to consult on the content, priorities and benefits, with customers, businesses, partners and staff. The views of Councillors are also being sought through the Communities, Governance, Neighbourhoods and Resources Select Committees as well as the Overview and Scrutiny Committee.

**Background Papers:**

Corporate Plan 2015-2020  
Transformation Programme – Scope and Methodology (C-073-2015/16)  
Benefits Management Strategy (20 July 2016)

**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 the Corporate Risk Management Group.

**Equality and Diversity:**

There are no equality implications arising from this report. Relevant issues arising from actions to achieve specific objectives or benefits will be identified through individual service plans, project plans or Reports.

# Equality analysis report

## Step 1. About the policy, service change or withdrawal

Name of the policy, service or project: <i>be specific</i>	Corporate Plan 2018-2023
Revised / new / withdrawal:	New
Intended aims / outcomes/ changes:	Consultation with the committee on the draft Corporate Plan 2018-2023, the draft Corporate Specification 2018-19, and associated benefits maps
Relationship with other policies / projects:	<b>All</b>
Name of senior manager for the policy / project:	Glen Chipp, Chief Executive
Name of policy / project manager:	David Bailey, Head of Transformation

## 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:</p>
	<p>If no, state reasons for your decision:</p> <p>No. Any equalities impact assessment for individual projects or programmes will be detailed in the respective reports.</p>

Name and job title of officer completing this analysis:	David Bailey, Head of Transformation
Date of completion:	16.06.2017
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)	David Bailey, Head of Transformation
Date of authorisation:	16.06.2017
Date signed copy and electronic copy forwarded to PIU <a href="mailto:equality@eppingforestdc.gov.uk">equality@eppingforestdc.gov.uk</a>	16.06.2017

# 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	Adults and children are supported in times of need	People and communities achieve their full potential
Promoting healthy lifestyles	Safeguarding and supporting people in vulnerable situations	Enabling communities to support themselves
Promoting independence for older people and people with disabilities		Promoting culture and leisure
		Keeping the district safe



### Stronger place

Delivering effective core services that people want	A district with planned development	An environment where new and existing businesses thrive
Keeping the district clean and green	Planning development priorities	Supporting business enterprise and attracting investment
Improving the district housing offer	Ensuring infrastructure supports growth	People develop skills to maximise their employment potential
		Promoting retail, tourism and the visitor economy



### Stronger council

Customer satisfaction	Democratic engagement	A culture of innovation	Financial independence with low Council Tax
Engaging with the changing needs of our customers	Robust local democracy and governance	Enhancing skills and flexibility of our workforce	Efficient use of our financial resources, buildings and assets
		Improving performance through innovation and new technology	Working with commercial partners to add value for our customers

### Our Values:

Trust

One Team

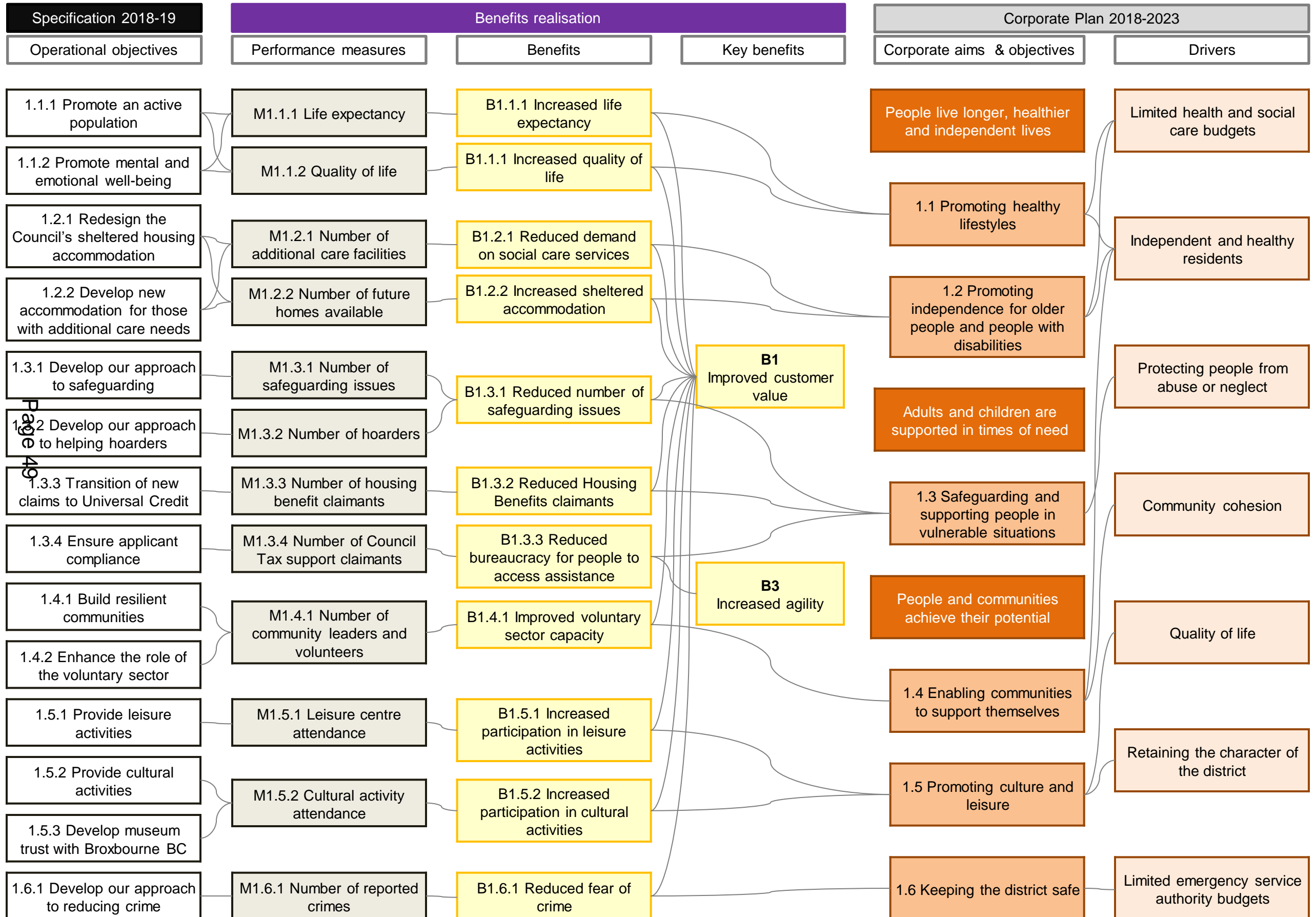
Performance

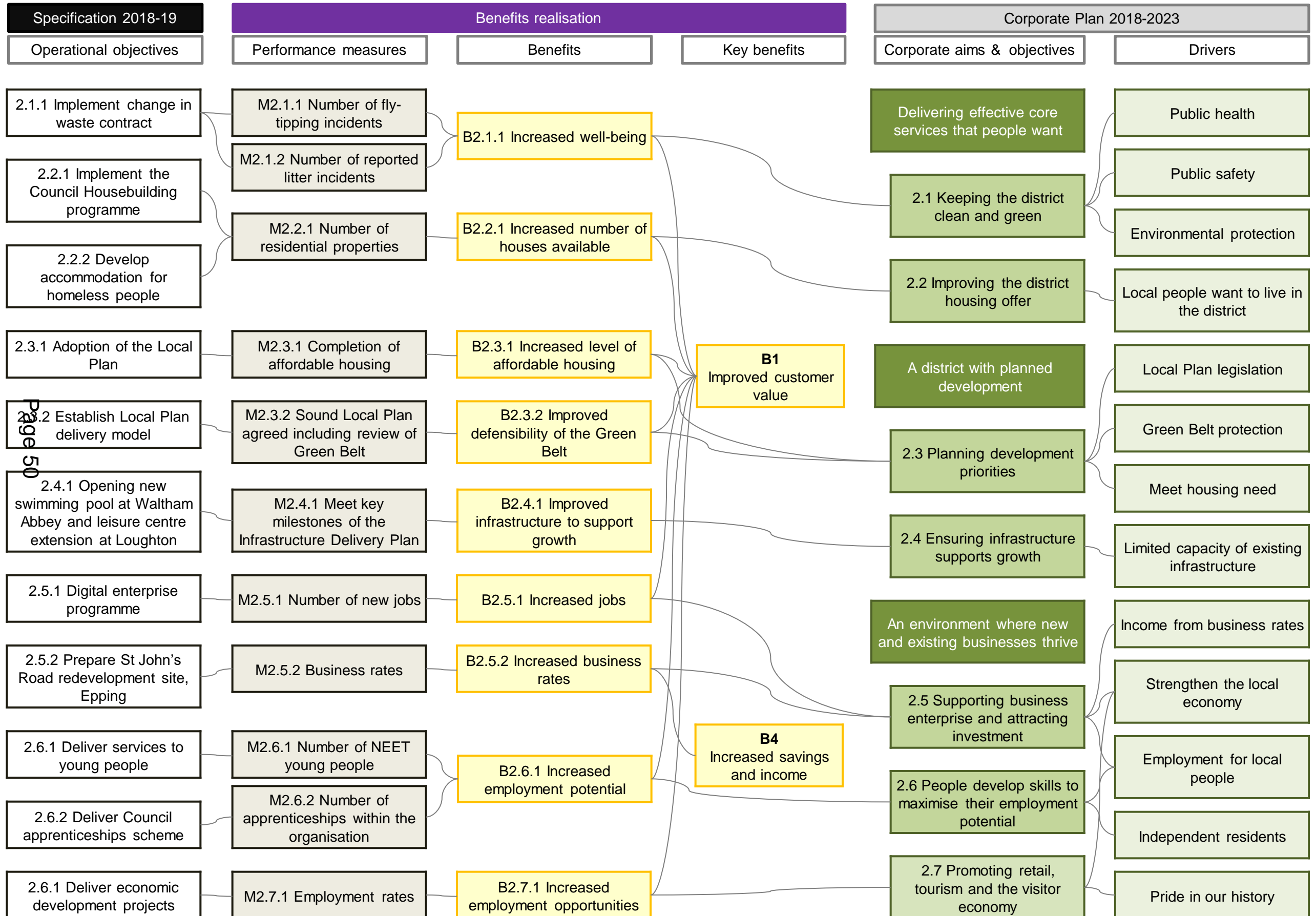
Innovation

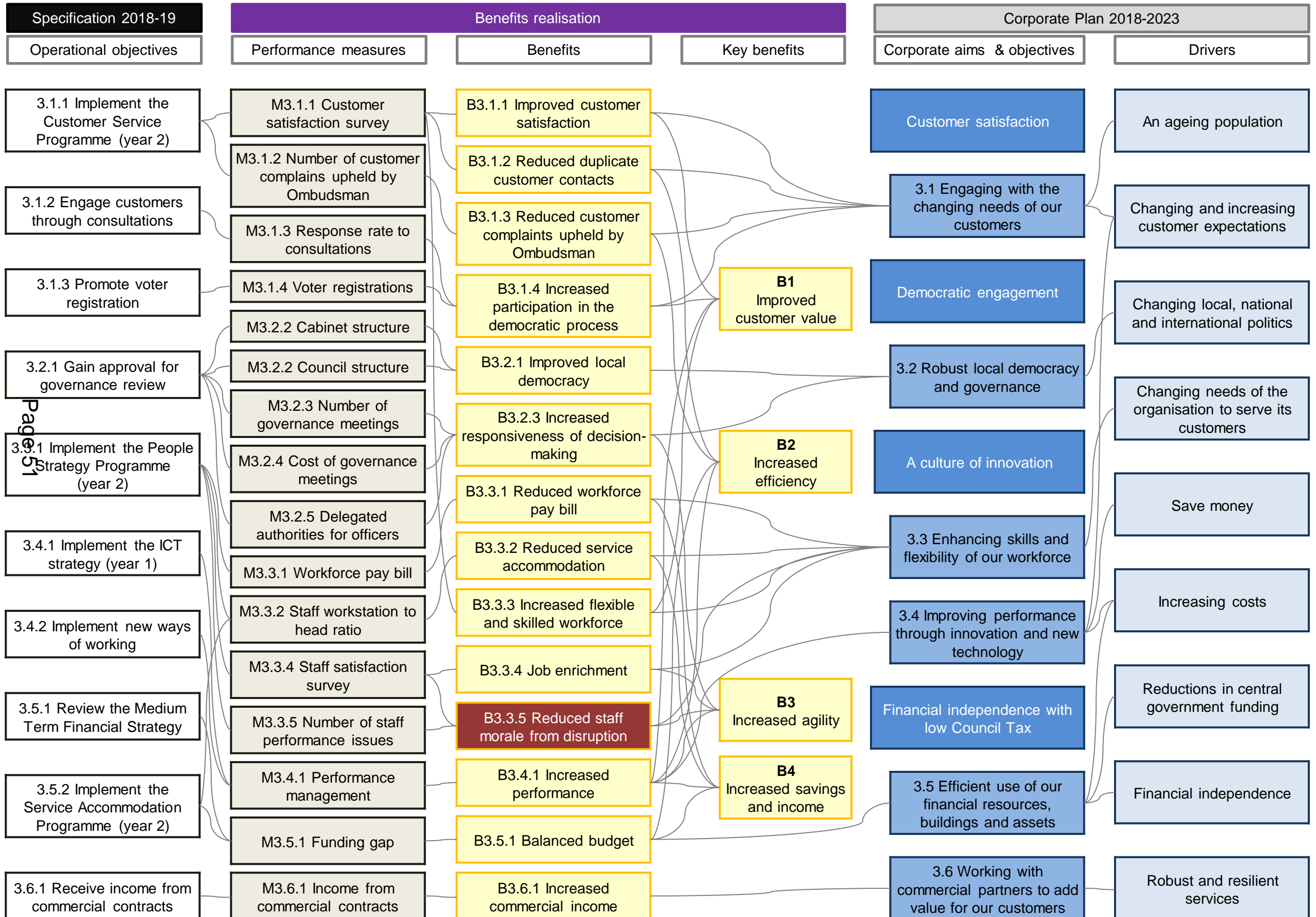
Customer

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Page 5 of 11

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## **Report to Neighbourhood Select Committee**

**Date of meeting: 19 September 2017**

**Subject: Update of the Local Plan**

# SCRUTINY



**Officer contact for further information:** Alison Blom-Cooper  
Ext 4066

**Committee Secretary:** V Messenger, ext. 4265

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

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

### **Executive Summary**

- The full report detailing the findings from the Regulation 18 Draft Local Plan consultation was presented to the Cabinet on 11 July 2017.
- Work to progress the Draft Local Plan and associated evidence base is progressing towards the Regulation 19 Pre Submission Publication.
- The Council continues to work closely with stakeholders through the progression of the Infrastructure Delivery Plan, Neighbourhood Planning, Harlow and Gilston Garden Town, Cooperation for Sustainable Development Board and Developer Forum as required in order to progress matters in relation to infrastructure, the Duty to Cooperate and future delivery.

### **Draft Local Plan consultation**

1. A report to Cabinet on 11 July 2017 set out the detailed findings of the Regulation 18 Draft Local Plan Consultation that took place between the 31 October 2016 and 12 December 2016. The Council received 3,387 responses from 3,072 respondents. A summary of the key issues raised, together with the Council's response to these issues was provided. The full Consultation Report from Remarkable which provides both quantitative and qualitative analysis of the feedback received to the consultation was a background paper to the report and is available on the Council's website. Officers will be reviewing the draft policies in the plan in the light of the consultation analysis and other key evidence studies/work which is currently underway.

### **Update on Local Plan progress**

2. Work is progressing to inform and support the Regulation 19 Pre Submission Publication Plan. The key workstreams are:
  - **Site selection** – work has commenced on the assessment of approximately 168 sites comprising a mix of new or amended residential/traveller sites and employment sites. The methodology for the process has been published on the Council's website, together with the list of sites being assessed;
  - **Transport modelling** – work is continuing to be undertaken by Jacobs on behalf of Essex County Council / Epping Forest District Council to model the transportation impacts of the growth planned, and consider how improvements to sustainable transportation and key junctions can help to facilitate growth;

- **Open Space, Playing Pitch and Indoor Sports Facilities Studies** – the three interlinked studies are well progressed, and will help to identify requirements for future development which will inform the Infrastructure Delivery Plan;
  - **Infrastructure Delivery Plan** – a significant amount of work has been undertaken and continues to progress in order to identify the infrastructure required to support future growth, together with how this will be funded and delivered. The work is being informed through discussions with infrastructure providers, EFDC / ECC Officers, local councillors (District / Town / Parish), neighbouring local authorities, and landowners / site promoters;
  - **Local Plan Viability Study** – work is being undertaken to update the initial work undertaken in 2015, and to consider in greater detail the viability of growth planned taking into account the latest policy requirements;
  - **Employment Studies** - Joint work to update the employment need within the Functional Economic Market Area and the District to inform the work on site selection;
  - **Sustainability Appraisal and Habitat Regulations Assessment;** and
  - **Monitoring, housing trajectory and Housing Implementation Strategy** – there is a need to ensure that the monitoring systems moving forward are as accurate as possible in order to ensure that the Council is able to monitor progress against the plan and forecasts for delivery. The Councils housing position with regard to the plan trajectory and the five year housing land supply position will be of particular interest. An updated Housing Land Supply Statement is being prepared which will provide further details and inform the production of a Housing Implementation Strategy in due course.
3. The Council is also leading on work to develop a joint strategy and an ‘Action Plan’, with other relevant local authorities, which will address potential adverse impacts on the integrity of Epping Forest Special Area of Conservation (SAC), as required under the Habitat Regulations 2010, and in accordance with the agreed Memorandum of Understanding. As the coordinating competent authority in relation to Epping Forest SAC, the Council is facilitating ongoing discussions and the work with relevant neighbouring local planning authorities, the City of London Corporation and Natural England.
  4. In order to inform the ongoing site selection and Infrastructure Delivery Plan process, the Council held meetings with a number of Parish and Town Councils who are producing Neighbourhood Plans at the beginning of August. The purpose of these meetings was to discuss and consider work being undertaken in respect of site selection and infrastructure planning to inform emerging Neighbourhood Plans and the Local Plan.
  5. The current stage of plan making is to prepare a Pre-submission plan for publication and to publish it under Regulation 19 taking account of the comments on the Draft Local Plan and the further evidence based work being undertaken. This will be the document that the Council considers is ready for examination. The Publication Plan must be published together with other “proposed submission documents”, for a six-week period to seek stakeholder representations as to the soundness and legal compliance of the Plan before it can be submitted to the Planning Inspectorate for examination.
  6. Further details in relation to progress with the Local Plan and future timescales will be reported to Cabinet on 14 October 2017.

## Update on Local Plan implementation and delivery

7. The Cabinet also considered a report on 15 June 2017 on the implementation of the Local Plan which agreed to establish the appropriate process and arrangements and put in place the necessary resources, agree the approach to the production of Strategic Masterplans and the introduction of Planning Performance Agreements. As part of this work a review of the skills within the Council is underway in order to identify the resources and skills required to take this work forward to deliver the Local Plan.
8. On 6 June 2017 Developer Forum workshops took place specifically in relation to the emerging Infrastructure Delivery Plan. The morning workshop considered the infrastructure requirements relating to the proposed sites in the Epping Forest Draft Local Plan around Harlow which form part of the Harlow and Gilston Garden Town. Discussions focussed on the principal strategic infrastructure requirements which will be needed to inform the infrastructure delivery approach for these sites. Representatives from Harlow Council (including officers and IDP consultant), East Herts District Council, Essex County Council and Thames Water were in attendance, in addition to relevant landowners and site promoters. The afternoon session focussed on the proposed allocations across the rest of the District and considered infrastructure requirements on a settlement by settlement basis.
9. The next meetings of the Developer Forum (Strategic Sites around Harlow and Sites across the Rest of the District) are due to take place on 8 September 2017. These meetings will receive an update on progress with the Local Plan and Harlow and Gilston Garden Town. There will also be a presentation in relation to the Community-led Housing project (as reported to the previous meeting of this Committee).
10. At the present time the Planning Policy team continues to liaise with all relevant landowners / developers through the Developer Forum only. This ensures a consistent and effective use of limited Council resources. However, during the Autumn the Planning Policy team, together with colleagues from Development Management, will be undertaking meetings with relevant landowners and promoters of strategic sites in order to discuss entering into Planning Performance Agreements, and further consider how relevant Strategic Masterplans will progress.
11. In the meantime, the Council is holding discussions with Essex County Council and Harlow Council to consider and confirm how the local authorities will form an integral part of Planning Performance Agreements.

### *Harlow and Gilston Garden Town update*

12. Work has been commissioned to establish interim governance arrangements, prepare a project programme (including a proposed structure of the team), establish a Quality Review Panel and undertake work on the proposed sustainable transport corridor. Consultants have been appointed to prepare a spatial vision and design charter for the Garden Town and this work is progressing well.
13. Interim Governance arrangements were approved by the Cooperation for Sustainable Development Board on 31 July 2017 and are now being implemented. This includes the extension of the existing EFDC Local Plan Developer Forum to encompass all the sites in and around Harlow and to operate as a Garden Town Developer Forum. This will provide a basis for the long term planning and implementation of sites identified for allocation in the Local Plan and provides a basis for the coordination and management of Strategic Masterplans. A Garden Town Officer Steering Group and Member Board have been introduced which meet monthly.
14. A Garden Town Support Officer has been appointed on a one year fixed term contract. The Support Officer will play a key role in coordinating the work associated with the establishment and progression of the Garden Town, and will oversee key projects as required.

**Reason for decision:** not applicable

**Options considered and rejected:** not applicable

**Consultation undertaken:**

**Resource implications:** the preparation of the Local Plan is being prepared using existing Planning Policy Staff and consultants as per the Local Plan budget reported to Cabinet in December 2016. Further details of resource commitments and requirements associated with the Local Plan will be reported to Cabinet on 12 October 2017.

Budget provision: Local Plan Budget  
Personnel: Planning Policy Team  
Land: N/A

Community Plan/BVPP reference: NA  
Relevant statutory powers: NA

Background papers: Cabinet report 15 June 2017, Cabinet report 11 July 2017

Environmental/Human Rights Act/Crime and Disorder Act Implications: The Draft Local Plan has been subject to an Interim Sustainability Appraisal and further Sustainability Appraisal and Habitats Regulation Assessment will be undertaken prior to the publication of the Regulation 19 Plan.

Key Decision reference: (if required)



## EPPING FOREST DISTRICT COUNCIL CORPORATE GREEN WORKING PARTY MEETING

WEDNESDAY, 14 JUNE 2017  
(TIMES NOT SPECIFIED)

- Present:** E A Ainslie (Environmental Co-Ordinator) (Vice-Chairman, in the Chair), J Twinn (Assistant Director (Benefits)), G J Woodhall (Senior Democratic Services Officer), Stuart Mitchell (Facilities Manager), C Neilan (Landscape Officer & Arboriculturist) and S Lewis (Senior Project Improvement Officer)
- Apologies for Absence:** S Merrick (Private Sector Housing Officer), K Polyzoides (Assistant Director (Policy & Conservation)) and D Bailey (Head of Transformation)
- Members:** Cllr G Waller (Safer, Greener and Transport Portfolio Holder)
- Place:** Committee Room 1, Civic Offices, High Street, Epping
- 

### 1. APOLOGIES FOR ABSENCE

It was noted that D Bailey was unable to attend and S Lewis was attending in his place.

### 2. MINUTES

**Resolved:**

(1) That the minutes of the meeting held on 7 March 2017 be taken as read and agreed as a correct record.

### 3. MATTERS ARISING

Smart Meter rollout training: Timelines for this are to be confirmed; E Ainslie has a meeting in two weeks time with P Duguid to find out more.

L Swan had taken the Terms of Reference to Management Board with the small changes made.

The Green Infrastructure Group under Cllr G Waller was now up and running. Updates on any progress at future meetings.

### 4. ENVIRONMENT CHARTER COMMITMENTS AND ACTIONS UPDATE

Climate Adaptation

Item C.01 – E Ainslie was trying to link the Council's Environmental Charter to the Climate Local website. The contact at the LGA had left and they were trying to find who looks after Climate Local now, but still no response from the LGA. **(i)**

Item C.02 – E Ainslie would be compiling the annual Greenhouse Gases (GHG) report for July. The Group also looked at how the GHG report could be updated and this action had now been moved to the Completed tab. Further information was in item 6 of the agenda – Greenhouse Gas Reporting. **(ii)**

Item C.03 – C Neilan reported that in the Green Infrastructure Group, there were several strategic partnerships and now we needed to focus on local partnerships. This would help with a list of local groups in the area.

Electric Vehicle Charge Points would be added to the Action Plan under point G.08: Ensuring policies for the Council's vehicle fleet. **(iii)**

#### Tackling Greenhouse Gas Emissions

Item G.01 – The HECA return had been completed and was now on the Council's website. The next HECA return was due to be completed in 2019.

Item G.09 – E Ainslie was still waiting for recycling information from Biffa, and it was expected that this would be available by the next meeting in September. **(iv)**

E Ainslie met with O Shaw and S Lewis regarding electronic forms to reduce paper use. O Shaw was looking at the forms we currently have on our website to make them more relevant and user friendly, then would tackle internal forms and update the Group in due course. More information on electronic forms was in item 5 of the agenda – Correspondence & Scanning Working Group.

#### Sustainability

Item S.01 – G Woodhall to write an article for District Lines about using electronic devices (as opposed to printing off agenda and minutes). **(v)**

Item S.05 – E Ainslie had been looking at the Marketplace purchases for stationery to see any trends. S Lekha was also looking at this so E Ainslie would meet with her in July and they would work together on this. **(vi)**

Item S.08 – The Council had a new Tourism site, managed by Quentin Buller. He had included all Country Care walks and events, plus the Nature Reserves, on the site, as well as information about how to reach the various tourist attractions by public transport where possible.

An item had been added at the request of Cllr Neville to see if we can remove some or all of our single-use plastic items from the Council offices. E Ainslie was looking into this to see what we use and what we might be able to replace, e.g. could we replace the plastic water bottles with refillable carafes in the Council Chamber. **(vii)**

#### **Actions:**

**(i) E Ainslie to continue to liaise with the LGA with regards to linking the Council's Environmental Charter to the Climate Local website;**

**(ii) E Ainslie to compile the Annual Greenhouse Gases report for July;**

**(iii) E Ainslie to add Electric Vehicle Charging Points to the Action Plan under point G.08;**

**(iv) E Ainslie to collate the Council's recycling statistics from Biffa and report back at the next meeting;**

**(v) G Woodhall to write article for District Lines;**

(vi) E Ainslie to meet with S Lekha regarding stationery purchases through Marketplace; and

(vii) E Ainslie to further investigate the removal of single-use plastics from the Council Offices.

## 5. CORRESPONDENCE AND SCANNING WORKING GROUP

J Twinn updated the Group on the progress made since the last meeting of the Group:

- (i) The PID has been completed and signed off;
- (ii) S Lekha was revising the processes for Scan & Index to make things more efficient – work was being taken from teams;
- (iii) The post would be scanned at the point of arrival, reviewed, and forwarded to the relevant areas;
- (iv) A visit was made to Islington and Dacorum Councils to see how they did their scanning and indexing;
- (v) Community Housing were not using the document scanning as it was not set up properly – it was being used simply as a filing system. The action was for it to be restructured to re-organise workflow, to be done this year;
- (vi) The Information@Work User Group had now been set up and was being chaired by J Godden from Planning - this was for day-to-day questions; and
- (vii) The ICT Department were recruiting for an Information@Work Officer for this system. We were also looking at the exchange of documentation between systems. Legal services were using a different management system which was time based – not on Information@Work.

## 6. GREENHOUSE GAS REPORTING

Our annual Greenhouse Gas report was due at the end of July. This was a Government requirement and the report had to be published on our website.

An action from the Commitments and Actions was to look at how we report our Greenhouse Gas Emissions annually. E Ainslie had looked at how other Local Authorities reported and they were all very similar to ours. Some did have charts to make them more user-friendly, which we could incorporate into our report for this year. In addition, some had a chart of each year, whereas we only had the current year, previous year and baseline year. The data for each year would be incorporated into this year's report to show how we had progressed year-on-year. It was agreed to keep the format the same with the addition of the yearly data and graphs. (i)

The Council had a 331 ton reduction in its carbon footprint last year and we needed to look at taking positive steps to promote the benefits on the website. (ii)

**Actions:**

(i) E Ainslie to update the format of the annual Greenhouse Gas Emissions report; and

(ii) E Ainslie to promote the benefits of the Council's reduction in its carbon footprint on the Council's website.

**7. GREEN CHAMPION ACTIVITIES**

J Twinn informed the Group that the Council was not using the online forms package, as we had bought an online benefit claim form which was interactive and tailored questions dependent on the answers given to previous questions.

J Twinn stated that she had hit a blockage regarding E-Invoicing, and this was not moving forward as it needed a roll-out across the board. E Ainslie would speak to S McNamara about what the next steps were. (i)

S Mitchell stated that his Facilities Management team had been reviewing the five-year maintenance programme but this and many other things were on hold while the Accommodation Review took place (due in 6 to 12 months). It was noted that a lot of equipment would need upgrading once the review was complete.

Cllr G Waller stated that the Green Infrastructure Board was up and running as mentioned earlier in the meeting. The Council had several partners in the Group with more being signed up. There was a conference for the Green Arc Group, which Cllr G Waller would attend to introduce himself and the Green Infrastructure Board.

**Actions:**

(i) E Ainslie to speak to S McNamara regarding the roll-out of the E-Invoicing project.

**8. FEEDBACK FROM REGIONAL MEETINGS**ALEO & Fuel Poverty Forum 27 March 2017

E Ainslie attended this day in Bury St Edmunds. The ALEO meetings were for Local Authority Energy Officers to meet and discuss any topics that had come up, new legislation, etc. There was not much new to report from this meeting except for a presentation from Aran regarding some ECO2 Updates.

CO<sub>2</sub>RE Group – Carbon Reduction Essex 21 April 2017

E Ainslie and S Merrick had attended this meeting at Castle Point. It was not well attended unfortunately. However, Aran Services again did a presentation to update everyone on the new ECO2 information for housing stock.

**9. ANY OTHER BUSINESS**Green Infrastructure

C Neilan stated that the aim was to provide a better environment (i.e. how to soak up excess carbon). There had been discussions on farmland where trees could be planted as currently very few trees had been planted in a number of areas and we needed to understand why not. C Neilan was talking to farmers and land owners and it was also suggested that he look at Golf courses as well.

The Council needed to align its objectives, and we were sharing with the Tree Council and Woodland Trust, which was going well. There was a report to Cabinet on the Green Charter to be submitted and in addition, there would also be a report to Management Board with an update on the Green project.

**10. DATES OF FUTURE MEETINGS**

The Group noted that the next meeting of the Working Party would take place on Tuesday 5 September 2017 at 2.30pm in Committee Room 1.

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