

## Select Committee Agenda



### **Governance Select Committee Tuesday, 27th March, 2018**

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

**Council Chamber, Civic Offices, High Street, Epping  
on Tuesday, 27th March, 2018  
at 7.15 pm .**

**Derek Macnab  
Acting Chief Executive**

**Democratic Services  
Officer**

J Leither  
Tel: (01992) 564756 Email:  
democraticservices@eppingforestdc.gov.uk

#### **Members:**

Councillors N Avey (Chairman), G Chambers (Vice-Chairman), R Bassett, N Bedford, L Hughes, S Jones, H Kauffman, M McEwen, L Mead, B Rolfe, D Stallan and D Wixley

**SUBSTITUTE NOMINATION DEADLINE: 6:15pm**

**PLEASE NOTE THIS MEETING IS IN THE COUNCIL CHAMBER**

**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 3 - 10)**

(Director of Governance) To agree the notes of the meeting of the Select Committee held on 6 February 2018.

**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 11 - 16)**

(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. DIRECTORATE AND SERVICE BUSINESS PLANS 2018-19 (Pages 17 - 22)**

(Director of Governance) To consider the attached report.

**7. TRANSFORMATION PROGRAMME - PROJECT CLOSURES (Pages 23 - 30)**

(Director of Governance) To consider the attached report.

**8. TRANSFORMATION PROGRAMME - PROJECT DOSSIER - GOVERNANCE DIRECTORATE (Pages 31 - 36)**

(Director of Governance) To consider the attached report.

**9. EQUALITY OBJECTIVES 2016-2020 - 6 MONTHLY REPORTING AND COMPLIANCE WITH THE PUBLIC SECTOR EQUALITY DUTY (Pages 37 - 48)**

(Director of Governance) To consider the attached report.

**10. CORPORATE PLAN 2018-2023 - PROGRESS REPORTING AND PERFORMANCE INDICATOR SET (Pages 49 - 76)**

(Director of Governance) To consider the attached report.

**11. PLANNING APPEALS PERFORMANCE - CASE STUDY (Pages 77 - 98)**

(Director of Governance) To consider the attached report.

**12. 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.

**EPPING FOREST DISTRICT COUNCIL  
NOTES OF A MEETING OF GOVERNANCE SELECT COMMITTEE  
HELD ON TUESDAY, 6 FEBRUARY 2018  
IN COMMITTEE ROOM 1, CIVIC OFFICES, HIGH STREET, EPPING  
AT 7.15 - 8.20 PM**

<b>Members Present:</b>	N Avey (Chairman), G Chambers (Vice-Chairman), R Bassett (Vice Chairman of the Council), L Hughes, H Kauffman, M McEwen, B Rolfe, D Stallan (Chairman of the Council) and D Wixley
<b>Other members present:</b>	J Philip
<b>Apologies for Absence:</b>	L Mead and B Surtees
<b>Officers Present</b>	N Richardson (Assistant Director (Development Management)), S Hill (Assistant Director (Governance)) and J Leither (Democratic Services Officer)

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

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

**38. NOTES OF PREVIOUS MEETING**

**RESOLVED:**

That the notes of the last meeting of the Select Committee held on 5 December 2017 be agreed as a correct record.

**39. DECLARATIONS OF INTEREST**

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

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

The Select Committee received a report from the Assistant Director of Governance (Development Management) regarding the Governance Select Committee's Terms of Reference and Work Programme 2017/18.

Work Programme – Outstanding Items

Item (5) Equality Objectives 2016-2020 / (2018-2023), 6 monthly – A report would be coming to the next meeting of the Governance Select Committee on 27 March 2018.

Item (14) Governance Directorate Business Plans 2018/19 – Members noted that the relevant Portfolio Holders would give a presentation at the next meeting of the Governance Select Committee on the 27 March 2018.

Item (16) Transformation Projects relevant to this Committee – A report to come to a future meeting of the Governance Select Committee, as and when appropriate.

Item (17) Transformation Projects closure and benefit report – A report to come to a future meeting of the Governance Select Committee, as and when appropriate.

Item (18) Planning Appeals Performance - A report would be coming to the next meeting of the Governance Select Committee on 27 March 2018.

The Assistant Director (Development Management) advised the Select Committee that the work programme for the next municipal year was very light and asked Members if they had anything they would like to see on the programme for 2018/19 and to let him know accordingly.

**RESOLVED:**

That the Terms of Reference and the Work Programme of the Select Committee for 2017/18 be noted.

**41. REVIEW OF THE OPERATION OF THE COUNCIL'S PETITION SCHEME**

The Select Committee received a report from the Assistant Director, Governance regarding the Council's Petition Scheme which was originally adopted on 14 December 2010, in accordance with the requirements of Local Democracy, Economic Development and Construction Act 2009.

The duty on local authorities to operate a petitions scheme was abolished by the introduction of the Localism Act 2011. Members had previously requested that a periodic review of the operation of the Petitions Scheme be undertaken to assess its effectiveness and the Scheme was last reviewed by the former Constitution and Members Services Scrutiny Panel in September 2012.

Members were advised via the Members Bulletin dated 8 December 2017 that a periodic review of the operation of the Council's Petition Scheme would be undertaken in the new year and were asked if they had any comments or observations that they would like to contribute to the review of the Scheme, to inform the Democratic Services Manager by 2 January 2018, unfortunately there were no comments from Members.

**Petitions Scheme**

A copy of the current Petitions Scheme can be found within the Council's Constitution (Part 4 – Council Rules). The following types of petition did not fall within the scope of the Scheme:

- (a) petitions submitted by email, as email systems were not secure. Petitioners must use either paper-based petitions or the Council's ePetitions system;
- (b) petitions that were considered to be vexatious, abusive, anonymous or otherwise inappropriate;
- (c) petitions relating to a planning decision, including applications, development plan documents or the community infrastructure levy;
- (d) petitions relating to a licensing decision;

- (e) petitions relating to an individual or entity in respect of which they have a right of recourse to a review or right of appeal;
- (f) any matter for which the Standards Committee had powers for determining complaints received under the local assessment process;
- (g) any complaint made against an employee of the Council;
- (h) any matter which was substantially the same as a petition submitted in the previous twelve months;
- (i) issues where the subject matter was subject to ongoing legal proceedings; and
- (j) petitions in response to formal consultation processes instigated by the Council.

### **Written Petitions**

During the period from September 2012 to December 2017, the Council received 21 written (paper-based) petitions. All submitted petitions were reviewed by the Director of Governance to ensure that they met the criteria set out in the Petitions Scheme.

It was suggested that the following issues be considered in the review of the operation of the Petition Scheme, with regard to written petitions.

### **Signature Threshold**

The Petitions Scheme made provision for written petitions, which contained more than 2400 signatures, to be debated by the Council at its next ordinary meeting. Petitions containing more than 1200 signatures were subject to a report by the relevant Portfolio Holder for debate by the Cabinet at its next available meeting.

Petitions with fewer than 20 signatures were normally dealt with by the appropriate service directorate as ordinary or 'business as usual' type correspondence, unless the Service Director considered that the subject matter was sufficiently important or contentious to warrant the referral of the matter to the relevant Portfolio Holder. Petitions containing more than 20 but fewer than 1200 signatures were considered and dealt with by the relevant Portfolio Holder, who may take appropriate action if they have delegated powers to act alone, or prepare a report to the Cabinet or a Sub-Committee of the Cabinet for decision if required.

None of the petitions received during the period from September 2012 to December 2017 met the thresholds for debate by either the Cabinet or the Council. The Committee might therefore consider that these thresholds were discouraging the submission of petitions.

Members could choose to reduce the current signature thresholds for petitions. However, this approach could greatly increase the number of valid petitions received. To enable members to consider this aspect of the Petitions Scheme, the following comparative information had been obtained from several neighbouring authorities with regard to the handling of petitions, in terms of signature thresholds (for which statutory levels no longer applied):

**Brentwood Borough Council (Population (mid-2016) 76,400)**

1,500 signatories - considered by full Council

500 signatories - considered by Overview and Scrutiny Committee

**Broxbourne Borough Council (Population (mid-2016) 96,800)**

No signature threshold. All petitions received reported to the Cabinet

**Chelmsford City Council (Population (mid-2016) 174,100)**

2,000 signatories - considered by full Council

**Harlow District Council (Population (mid-2016) 86,000)**

650 signatories - considered by full Council

50-650 signatories - considered by Cabinet or appropriate Committee

**Uttlesford District Council (Population (mid-2016) 86,200)**

3,600 signatures - considered by full Council

The Select Committee requested that officers contact the authorities listed above and asked them how many petitions they had received over the last year.

### **Signature Requirements**

The Petition Scheme required that written petitions should include contact details, (including an address) for the petition organiser and the name and address and signature of any person supporting the petition.

This element of the Scheme has caused operational difficulties in a number of recent instances, where details of the name, address and signature of persons supporting the petition had not been provided.

On some occasions when written petitions had been submitted, the lead petitioner had failed to collect the correct information (i.e. a name, address and signature) from petitioners, thereby resulting in the petition being rejected. There have also been a number of occasions where it had been difficult to ascertain who the petition organiser was, as contact details had not been made clear on the petition. If no details for the lead petitioner were submitted, an acknowledgement was sent to the first signatory to the petition. This could cause confusion if the first signatory did not know who organised the petition and therefore no further action was taken as there was no lead petitioner.

To address these issues, a pro-forma had been developed for the completion of written petitions. Whilst the use of a pro-forma was not compulsory, it was designed to assist those members of the public who were unsure of the information required and would help to reduce the number of petitions where doubtful or unclear information was provided. Although the pro-forma template was clearly available on the Council's website, it had not been used for any petition submitted during the period from September 2012 to December 2017. It was therefore proposed to review the template and its online location, to ensure its visibility within the petitions area of the website.

The Select Committee expressed concern that there were some inconsistencies between the Petition Scheme whereby it stated the maximum time an ePetition would run for was 3 months and the Guide to ePetitions stated the maximum time and ePetition would run for was 6 months. Members asked that this be corrected in the review.

### Paper Petitions Received

When a paper petition was received by the Council the process taken would be to:

- Acknowledge receipt to the Lead Petitioner within seven working days, advising of the procedure that will be followed;
- Send an email the relevant Officers with a Memo outlining the procedure and attach a scanned copy of the petition; and
- Send an email to the Portfolio Holder, Chairman of Overview and Scrutiny Committee and the relevant Ward Members attaching a letter outlining the procedure, attach a copy of the memo to officers and a copy of the petition.

### ePetitions Received

When an ePetition was received by the Council the process taken would be to:

- The content of the ePetition would be checked to ensure that it was suitable before it was made available for signature. Once the content and length of time was agreed the ePetition would be made available for signature. This process could take up to a maximum of ten working days;
- An email would be sent to the relevant Officer with a Memo outlining the procedure; and
- An email would be sent to the Portfolio Holder, Chairman of Overview and Scrutiny Committee and the relevant Ward Members attaching a letter outlining the procedure.

The Council's response to a petition would depend on what the petition asked for and how many people had signed it, this may include one or more of the following:

- Taking the action as requested in the petition;
- Consider the petition at a council meeting;
- Holding an enquiry into the subject matter;
- Undertaking research in the matter;
- Hold a public meeting;
- Hold a consultation;
- Hold a meeting with petitioners;
- Referring the petition for consideration by Cabinet or a Cabinet Committee; or
- Writing to the petition organiser setting out the Council's views about the request in the petition.

In addition to the steps above, the Council would consider all the specific actions it could potentially take on the issues highlighted in a petition.

The Select Committee expressed concerns that they felt the Council's Petition scheme was not prominent enough on the website and that the instructions on how to submit a petition should be made clearer to members of the public.

### RESOLVED:

- (1) That Portfolio Holders be reminded that they are responsible for the consideration of all petitions containing more than 20 but fewer than 1200 signatures;

- (2) That, in future, all members be advised of the submission of an electronic petition, through the Council Bulletin;
- (3) That a review of the existing guidance for the Petitions Scheme be undertaken, to ensure that this is clear and consistent;
- (4) That the Council continue to only accept electronic petitions created and submitted through its website and that petitions hosted by third-party websites continue to not be accepted;
- (5) That a re-launch of the Petition Scheme be publicised appropriately on the Council's website;
- (6) That the location of the Petition Scheme on the Council's website be reviewed, in order to ensure that it is easier to find;
- (7) That those local authorities from which comparative information was obtained with regard to the signature thresholds for petitions, be requested to provide details of the number of petitions received in the last municipal year; and
- (8) That the revised Petition Scheme be publicised in the Council Bulletin.

#### **42. KEY PERFORMANCE INDICATORS 2017/18 - QUARTER 3 PROGRESS**

The Select Committee received a report from the Assistant Director (Development Management), regarding the Key Performance Indicators 2017/18 – Quarter 3 Performance.

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

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

A range of thirty-two (32) Key Performance Indicators (KPIs) for 2017/18 were adopted by the Finance and Performance Management Cabinet Committee in March 2017. The KPIs were important to the improvement of the Council's services and the achievement of its key objectives and comprised of a combination of some former statutory indicators and locally determined performance measures. The aim of the KPIs was 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 were the focus of the key objectives.

The overall position for all 32 KPIs at the end of Quarter 3 were as follows:

- (a) 25 (78%) indicators achieved third quarter target;
- (b) 7 (22%) indicators did not achieve third quarter target, although 4 (13%) of KPIs performed within the agreed tolerance for the indicator; and



- (c) 25 (78%) indicators were currently anticipated to achieve the cumulative year-end target, 3 (9%) indicators were anticipated not to achieve year-end target and a further 4 (13%) were uncertain whether they would achieve the cumulative year-end target.

There were 5 KPIs which fell within the Governance Select Committee's areas of responsibility. The overall position with regard to the achievement of target performance at Quarter 3 for these 5 indicators were as follows:

- (a) 4 (80%) indicators achieved target;  
(b) 1 (20%) indicators did not achieve target;  
(c) 0 (0%) performed within the agreed tolerance for the indicator; and  
(d) 4 (80%) indicators were currently anticipated to achieve year-end target and a further 1 (20%) indicator was uncertain whether it would achieve year-end target.

The 'amber' performance status used in the KPI report identified indicators that had missed the agreed target for the quarter, but where performance was within an agreed tolerance or range. The KPI tolerances were agreed by Management Board when targets for the KPIs were set in March 2017.

The Select Committee was requested to review Q3 performance for the KPIs within its areas of responsibility. The full set of KPIs was also considered by Management Board on 24 January 2018 and will be considered by the Finance and Performance Management Cabinet Committee on 9 March 2018.

**RESOLVED:**

That the Key Performance Indicators 2017/18 for Quarter 3 Progress Report be noted.

**43. CORPORATE PLAN KEY ACTION PLAN 2017/18 - QUARTER 3 PROGRESS**

The Select Committee received a report from the Assistant Director (Development Management), regarding the Corporate Plan Key Action Plan 2017/18 – Quarter 3 Progress.

The Corporate Plan was 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 were supported by Key Objectives which provided a clear statement of the Council's overall intentions for these five years.

The Key Objectives were 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 contained a range of actions designed to achieve specific outcomes and were working documents and therefore subject to change and development to ensure the actions remained 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 on 27 September 2016. Progress in relation to all actions and deliverables was reviewed by the Cabinet, the Overview and Scrutiny Committee and the appropriate Select Committee, on a quarterly basis.

There were 50 actions in total for which progress updates for Quarter 3 were as follows:

- (a) 40 (80%) of these actions had been Achieved or were On-Target;
- (b) 5 (10%) of these actions were Under Control;
- (c) 4 (8%) were Behind Schedule; and
- (d) 1 (2%) were Pending.

There were 8 actions that fell within the areas of responsibility of the Governance Select Committee. At the end of Quarter 3 these were:

- (a) 8 (100%) of these actions had been Achieved or were On Target;
- (b) 0 (0%) of these actions were Under Control;
- (c) 0 (0%) of these actions were Behind Schedule; and
- (d) 0 (0%) of these actions were Pending.

**RESOLVED:**

That the Corporate Plan Key Action Plan 2017/18 Quarter 3 Progress Report be noted.

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

The Select Committee agreed that there were no reports for recommendation to the Overview and Scrutiny Committee.

**45. FUTURE MEETINGS**

The next meeting of the Governance Select Committee would be on 27 March 2018 and would be the last for this municipal year.

## GOVERNANCE SELECT COMMITTEE

### TERMS OF REFERENCE 2017/18

**Title:** Governance Select Committee

**Status:** Select Committee

1. To undertake overview and scrutiny, utilising appropriate methods and techniques, of the services and functions of the Governance Directorate;
2. To develop a programme of work each year, informed by relevant service aims and member priorities, to ensure that the services and functions of the Governance Directorate are appropriate and responsive to the needs of residents, service users and others;
3. To consider any matter referred to the Select Committee by the Overview and Scrutiny Committee, the Cabinet or a relevant Portfolio Holder, and to report and make recommendations directly to the Committee, the Cabinet or such Portfolio Holder as appropriate;
4. To consider the effect of Government actions or initiatives on the services and functions of the Governance Directorate and any implications for the Council's residents, service users and others, and to respond to consultation activities as appropriate;
5. To establish working groups as necessary to undertake any activity within these terms of reference;
6. To undertake pre-scrutiny through the review of specific proposals of the Council and its partner organisations or other local service providers, insofar as they relate to the services and functions of the Governance Directorate, to help develop appropriate policy;
7. To undertake performance monitoring in relation to the services and functions of the Governance Directorate, against adopted key performance indicators and identified areas of concern;
8. To identify any matters within the services and functions of the Governance Directorate that require in-depth scrutiny, for referral to the Overview and Scrutiny Committee; and
9. To recommend the establishment of task and finish panels to the Overview and Scrutiny Committee as necessary, in order to undertake any activity within these terms of reference.
10. Transformation Projects relevant to this Committee:  
Details of relevant new transformation projects to be submitted to the relevant SC for scrutiny.

11. Transformation Projects closure and benefits reports:  
That any Directorate appropriate project closure and benefits realisation reports to be submitted to this SC for information.

**Chairman:** Councillor N Avey

## Governance Select Committee (Chairman – Councillor N Avey)

### Work Programme 2017/18

Item	Report Deadline/Priority	Progress/Comments	Programme of Meetings
(1) Key Performance Indicators (KPIs) 2016/17 - Outturn	04 July 2017	Governance indicators only – <b>Completed</b>	04 July 2017 03 October 2017 05 December 2017 06 February 2018 27 March 2018
(2) Key Performance Indicators (KPIs) 2017/18 - Quarterly Performance Monitoring	Q1 – 03 October 2017 Q2 – 05 December 2017 Q3 – 06 February 2018	Governance indicators only – <b>Completed</b>	
(3) Development Management Chairmen and Vice-Chairmen's Meetings	04 July 2017	Feedback from meeting of the Chairmen and Vice-Chairmen of the Area Plans Sub-Committees and the District Development Management Committee – <b>Completed</b>	
(4) Building Control	04 July 2017	To be carried forward onto work programme for 2017/18. Building Control Officer to give a presentation – <b>Completed</b>	
(5) Equality Objectives 2016-2020 / (2018-2023) - 6 monthly reporting	Q1 – 03 October 2017 Q3 - 27 March 2018	<del>6 monthly reporting</del> 6 monthly reporting	
(6) Corporate Plan Key Action Plan 2015/16 - Outturn	04 July 2017	Governance actions only – <b>Completed</b>	

## Governance Select Committee (Chairman – Councillor N Avey)

### Work Programme 2017/18

(7) Review of Public Consultations	04 July 2017	Annual Review – <b>Completed</b>
(8) Governance Directorate Business Plan 2017/18	04 July 2017	Portfolio Holders attended Cllrs J Philip, A Lion and G. Waller – <b>Completed</b>
(9) Review of the Elections and General Election May and June 2017	03 October 2017	Review of the processes for the County and General elections – <b>Completed</b>
(10) Corporate Plan Key Action Plan 2016/17- Quarterly reporting	Q1 – 03 October 2017 Q2 – 05 December 2017 Q3 – 06 February 2018	Governance actions only – <b>Completed</b>
(11) Review of the operation of the Council's Petitions Scheme	06 February 2018	To be completed during the 2017/18 municipal year. ST/JL – <b>Completed</b>
(12) Analysis of Compliments and Complaints information in identifying trends	06 February 2018	The Head of Customer Services has been invited to attend a future meeting. To identify trends, a period of time will need to elapse. <b>This report is now going to the O&amp;S Committee on 27.02.18</b>
(13) Annual Equality Information Report – 2016	03 October 2017	Combined with Item (5) – <b>Completed</b>

## Governance Select Committee (Chairman – Councillor N Avey)

### Work Programme 2017/18

(14) Directorate Business Plans 2018/19 (NEW)	27 March 2018	Presentation by all relevant Portfolio Holders.	
(15) Planning applications submitted to time final decision is received	05 December 2017	NR to provide a report – <b>Completed</b>	
(16) Transformation Projects relevant to this Committee	27 March 2018	Details of relevant new transformation projects to be submitted to the relevant SC for scrutiny.	
(17) Transformation Projects closure and benefits reports	27 March 2018	That any Directorate appropriate project closure and benefits realisation reports to be submitted to this SC for information.	
(18) Planning Appeals Performance	27 March 2018	To receive examples of recent appeals decisions issued by the Planning Inspectorate.	

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# Governance

## Business Plan 2018-19



**GOVERNANCE DIRECTORATE SERVICE PLANS 2017**

Director:				
Principal/Service Accountant (noted)	John Bell/Claire Walters			
Leadership Team & Management Board	14th February 2018			
Responsible officer	Nigel Richardson	Simon Hill	Sarah Marsh	Alison Mitchell
<b>PORTFOLIO</b>	<b>DEVELOPMENT MANAGEMENT 1 - 4</b>	<b>GOVERNANCE 5 - 10</b>	<b>AUDIT AND CORPORATE FRAUD 11 - 13</b>	<b>LEGAL SERVICES 14</b>
Governance and Development Management	<p align="center">Cllr John Philip</p> <p align="center">.....</p> <p align="center">Signed</p> <p>Date.....</p>			
Safer, Greener and Transport (Heritage Conservation, Trees & Landscape)	<p align="center">Cllr Sam Kane</p> <p align="center">.....</p> <p align="center">Signed</p> <p>Date.....</p>			

NO.	ACTION	DEADLINE	TARGET / SUCCESS MEASURE(S)	LEAD OFFICER / TITLE	CROSS REFERENCE	PROJECT / BAU
<b>DEVELOPMENT MANAGEMENT (Responsible officer Nigel Richardson)</b>						
1	Support the implementation of the submitted Local Plan.	2018 onwards	<ul style="list-style-type: none"> <li>-Encourage and aid measures to enhance and protect the natural, historic and green infrastructure of the district through planning application decision process.</li> <li>-Deliver identified economic and housing growth through planning application decision making to achieve 5 year land supply.</li> <li>-Support and put in place the establishment and function of the Strategic Site Implementation Team and project teams for the delivery of major housing through the process of masterplanning, use of planning performance agreements, pre-application discussions, and use of Quality Review Panels.</li> </ul>	Nigel Richardson – AD Development Management	Local Plan Submission Version December 2017  Corporate Plan 2.1, 2.3, 3.1,3.4	Local Plan Policies  BAU/Project
2	Integrate and improve business processes to adapt from manual paper based working to electronic paperless working.	2018/20	<ul style="list-style-type: none"> <li>-Maximise &amp; manage DC/BC Income</li> <li>-Reduce costs and paper usage</li> <li>-Promote mobile &amp; flexible working</li> <li>-Improve the quality of electronic planning records</li> <li>-Support business process improvement across DC, BC &amp; LLC to ensure efficient use of resources.</li> </ul>	Peter Millward/ Nigel Richardson – Development Management Business Manager and AD	Corporate Plan 3.3, 3.4  EFDC Transformation Programme Project 019	P019 BC & DC File Quality Improvement and Scanning Indexing Project
3	Prepare the transfer of Local Land Charges Register to the Land Registry	2018/20	<ul style="list-style-type: none"> <li>- Convert paper and other manual LLC records to ensure that accurate electronic LLC records are available for handover to the Land Registry.</li> <li>- Make available spatially accurate addressable property records as defined by <a href="#">Data Entry Conventions</a> and also in <a href="#">Best Practice for Basic Land and Property Unit (BLPU) Polygons</a> to the Land Registry as part of the handover process.</li> </ul>	Peter Millward/ Jill Tautz - Development Management Business Manager and LLC Manager	Director lead internal re-organisation	Realignment & integration with Development Management BAU/Project

NO.	ACTION	DEADLINE	TARGET / SUCCESS MEASURE(S)	LEAD OFFICER / TITLE	CROSS REFERENCE	PROJECT / BAU
4	Deliver Planning Application turnaround times to comply with statutory KPI deadlines	2018 onwards	<ul style="list-style-type: none"> <li>- Increase staffing resource and make Business Process changes, through the income received from planning performance agreements and the 20% increase in planning application fees, to ensure the processing of planning applications meets MHCLG targets.</li> <li>- Update Local Planning Validation checklist to facilitate faster and improve processing of planning applications to reduce pressure on Planning Officers.</li> <li>- Move towards electronic caseload management on Information@work.</li> </ul>	Nigel Richardson - AD Development Management	EFDC Corporate KPI's GOV04-08  Corporate Plan 2.3	Council Statutory KPI/BAU (requirement to meet 8 & 13 week targets for minor & major planning applications)
<b>GOVERNANCE (Responsible Officer: Simon Hill)</b>						
5	Corporate support for the introduction of the General Data Protection Regulation (GDPR);	31 May 2018	Implementation of the Council's approach to securing GDPR compliance and the provision of ongoing GDPR-related support to service areas;	S. Tautz (Data Protection Officer)	'Stronger Council' - 3.2 Robust local democracy and Governance	Business As Usual activity
6	Complete a Review of Polling Stations as required during 2018 by Representation of the People Act 1983, as amended	31 December 2018	Consultation completed RO considers representations Decision on station made New proposals implemented for 2018	Senior Electoral Services Officer/ AD Governance	Stronger Council - 3.2 Robust and local democracy and governance	Business As Usual activity
7	District Elections 2018	30 June 2018	All District Elections Completed without electoral challenge	Senior Electoral Services Officer/ AD Governance	Stronger Council - 3.2 Robust and local democracy and governance	Business As Usual activity
8	Canvass 2018 and Promotion of Electoral Registration	20 November 2018 & 31 March 2019	To complete the 2018 Canvass and during both pre-election periods in 2018 and 2019 and during the summer canvass 2018 to promote electoral registration amongst the local community	Senior Electoral Services Officer/ AD Governance	Stronger Council - 3.2 Robust and local democracy and governance  2018/19 Plan item 3.1.3	Business As Usual activity
9	Gain approval for an Electoral Review of the District Council	31 March 2019	To submit an issues paper to the Cabinet and Council by March 2019	AD Governance	Stronger Council - 3.2 Robust and local democracy and governance	This will be a later project

NO.	ACTION	DEADLINE	TARGET / SUCCESS MEASURE(S)	LEAD OFFICER / TITLE	CROSS REFERENCE	PROJECT / BAU
10	Corporate Website Redesign	September 2018	Platform – Wordpress 2017 Site Map approved 2017 Beta site creation /Templates completed May 2018 Appropriate content transfer from Joomla July 2018 New content generation May 2018 Testing July 2018 Launch September 2018 Post launch maintenance and Post launch evaluation by March 2019	Tom Carne – Public Relations Manager	B1 B3 B4 3.1 Engaging with the changing needs of our customers 3.2 Robust local democracy and governance 3.4 Improving performance through innovation and new technology	Business As Usual Activity and emerging Project
<b>INTERNAL AUDIT AND CORPORATE FRAUD (Responsible Officer: Sarah Marsh)</b>						
11	Delivery of a sufficiently diverse Internal Audit (IA) plan that it covers a variety of service areas and corporate themes for different risks.	31 March 2019	Sufficient IA work in order that the Chief Internal Auditor can give their year-end opinion to the June 2019 Audit and Governance Committee.	Sarah Marsh/Chief Internal Auditor	3.2 Robust local democracy and governance	BAU
12	Deliver the 18/19 Corporate Fraud Team Strategy, which includes a range of proactive and reactive fraud activities.	31 March 2019	Quarterly reports to the Audit and Governance Committee and Annual Report to July meeting	Sarah Marsh/Chief Internal Auditor	3.5 Efficient use of our financial resources, buildings and assets	BAU
13	Promote the corporate fraud team and the services that it can provide internally and externally with a view for identifying opportunities for income generation.	31 March 2019	External and internal income received without compromising the quality of services provided to EFDC.	Sarah Marsh/Chief Internal Auditor	3.5 Efficient use of our financial resources, buildings and assets	BAU

NO.	ACTION	DEADLINE	TARGET / SUCCESS MEASURE(S)	LEAD OFFICER / TITLE	CROSS REFERENCE	PROJECT / BAU
<b>LEGAL SERVICES (Responsible Officer Alison Mitchell)</b>						
14	To support the implementation of the Services Accommodation Review by increasing remote working and reducing storage space required.	March 2019	To review the paper files and dispose of old files and to scan in the majority of the remaining files onto the case management system To review and scan contracts and contract files and dispose of any that are outdated. To use electronic files for all routine cases. To expand remote working by staff by use of the case management system and other relevant technology. Success will be measured by: - the completion of these targets - a more flexible workforce able to access their own and each other's files wherever located.	Assistant Director (Legal Services), Senior Legal Officer, Senior Planning Solicitor, Senior Legal Executive	3.5 Efficient use of our financial resources, buildings and assets.  3.4 Improving performance through innovative technology	BAU Project P173
15	Retain Lexcel Accreditation  To achieve and maintain professional qualifications and to increase knowledge in the service of the legal requirements of the Local plan and commercial opportunities for Councils.	September 2018  March 2019	Retention of Lexcel Accreditation 1. Attendance at Local Authority and commercially run courses for training. Reading and monitoring appropriate legal journals and websites. Attendances at special interest groups run by the Public Law Partnership.  2. The Legal Service is able to provide the advice and support to the officers and members require to achieve the goals set out in the Corporate Plan.	Assistant Director (Legal Services) and Senior Legal Officer  Assistant Director (Legal Services), Senior Legal Officer, Senior Planning Solicitor, Senior Legal Executive	3.3. – Enhancing skills and flexibility of our workforce	BAU
16	To continue to reduce costs and/or increase productivity by working in partnership with other Council's legal services e.g. through the Public Law Partnership	March 2019	Reduced fees charged by the on-line libraries and precedents because of the greater purchasing power of the group. Participation at PLP training courses. Knowledge base expanded through attendance at special interest groups. Sharing knowledge through use of the on-line forum.	Assistant Director (Legal Services)	3.6 Working with commercial partners to add value for our customers	BAU

## **Report to Governance Select Committee**



**Date of meeting: 27 March 2018**

**Portfolio: Leader of the Council**

**Subject: Transformation Programme – Project Closures**

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

**Democratic Services Officer:** Jackie Leither, Democratic Services Officer  
(01992 564756)

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

**(1) That the attached Project Closure report(s) from the Transformation Programme be noted.**

### **Reason for decision:**

The Overview and Scrutiny Committee requested that Project Closure report(s) from the Transformation Programme are submitted to the relevant select committee for their information, or in the case of those being managed by the Chief Executive to the Overview and Scrutiny Committee.

### **Options considered and rejected:**

None.

## **Report**

### **Introduction:**

1. The Corporate Plan provides a framework to demonstrate how the work of the Council fits together at a strategic level. It provides a focus to establish a set of corporate priorities, describing how the organisation will deliver positive change.

2. An annual Corporate Specification details how the Corporate Plan will be delivered through a set of operational objectives for that year. Operational objectives can concern Business As Usual (BAU) or business transformation.

3. Business transformation is delivered through change projects and programmes. A project is a temporary activity to create something unique – a thing, a service or a product – that:

- Leads to change;
- Has a defined start and end;
- Has limited resources;
- Has specific objectives; and

- Enables benefits to be realised.

5. Here is a simple example which illustrates the difference between Business As Usual and business transformation.

If you build a car in your garage – it’s a project. Whereas if you are a car manufacturer, building hundreds of cars a day, it’s a production line and simply business as usual, i.e. it isn’t unique. However, parts of a larger process can be considered projects, e.g. designing the car. So by their very nature, the delivery of any change involves project management.

6. The Council established its Transformation Programme in early 2016, grouping change projects from the Corporate Plan into four workstreams:

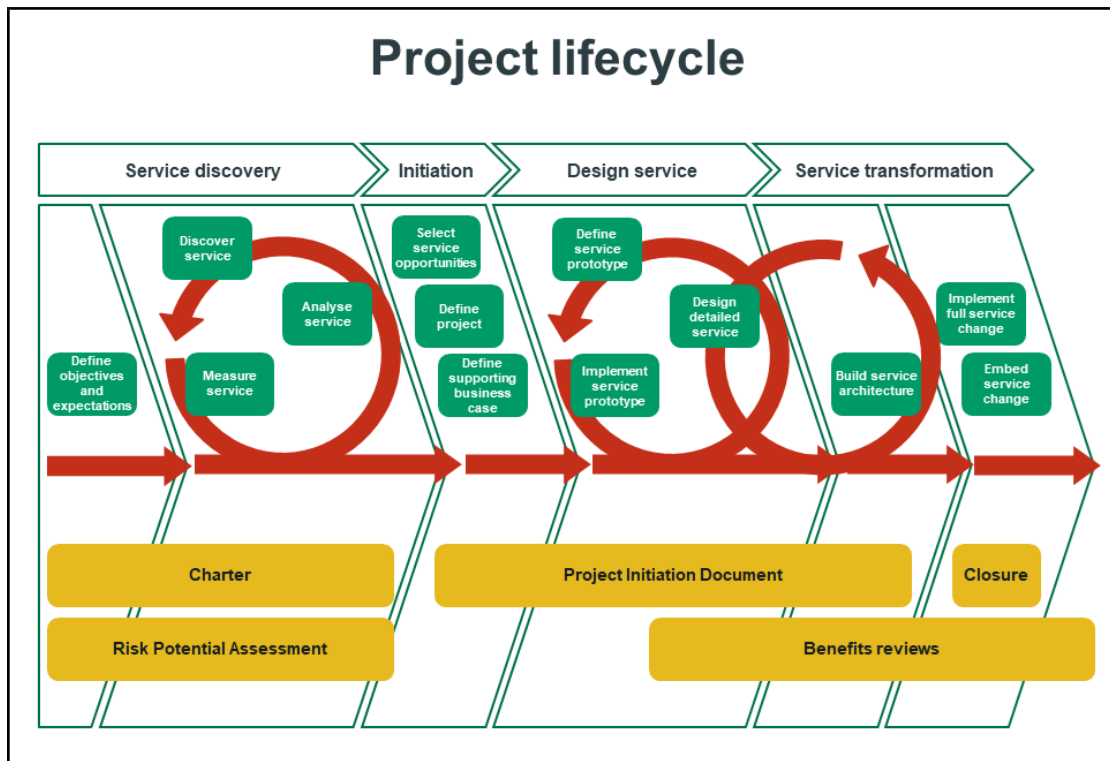
- Customer Experience;
- Business Culture;
- Resources, Accommodation and Technology; and
- Major Projects.

7. A corporate methodology for managing projects was established in June 2016. All projects are registered with the Programme Management Office (PMO), overseen by the Head of Transformation. Projects are managed differently, depending on an assessment of their scale or complexity. This assessment is completed using the Risk Potential Assessment tool (RPA).

<i>RPA</i>	<i>Qualities</i>	<i>Project management</i>	<i>Processes</i>	<i>PMO support</i>
<b>High</b>	Transformative project – requires authority wide co-ordination	Overseen by the Transformation Programme Board	Charter, initiation document and evaluation are required and approved by TPB. Other documents may be required	PMO actively engaged in supporting the project
<b>Medium</b>	Project management best practice	Managed within a single directorate	Charter, PID and evaluation are required and logged with PMO	Support provided by PMO
<b>Low</b>	Minimal need for project management	Managed within a single service area	Charter, PID and evaluation are encouraged	Support available from PMO on request

8. High and Medium complexity projects follow a project life cycle (see diagram below).





## Project Closures:

9. When a High or Medium complexity project comes to an end, the project is evaluated by the Project Sponsor and Project Manager, with input from the Project Team. This process is facilitated by the link officer assigned to the project from the Transformation Programme Management Office.

10. The request to close the project then progresses through the Programme Management Office (PMO), where once agreed formally recommend closure to the Transformation Programme Board.

11. The Committee are asked to consider the attached project closure report(s) in the Appendix.

**Resource Implications:**

None.

**Legal and Governance Implications:**

There are no governance implications from this report.

**Safer, Cleaner and Greener Implications:**

There are no Safer, Cleaner or Greener implications.

**Consultation Undertaken:**

No formal consultation was undertaken in the preparation of this report.

**Background Papers:**

Regular Transformation Programme Highlight Reports to the Cabinet.

**Risk Management:**

There are no Risk Management implications.

**Equality:**

There are no Equality Impact implications.

# Equality analysis report

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

Name of the policy, service or project: <i>be specific</i>	Transformation Programme - Project Closures
Revised / new / withdrawal:	New
Intended aims / outcomes/ changes:	Report is for consideration
Relationship with other policies / projects:	<b>Transformation Programme</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

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.	If yes, state which protected groups:
If no, state your reasons for this decision. Go to step 7.	If no, state reasons for your decision:
<i>The majority of Council policies and projects are equality relevant because they affect employees or our communities in some way.</i>	No. Any equalities impact assessment for individual projects or programmes will be detailed in the respective reports.

Name and job title of officer completing this analysis:	David Bailey, Head of Transformation
Date of completion:	25.01.2018
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:	25.01.2018
Date signed copy and electronic copy forwarded to PIU <a href="mailto:equality@eppingforestdc.gov.uk">equality@eppingforestdc.gov.uk</a>	25.01.2018

## Appendix - Project Closures Governance Directorate

Key:

Risk Potential Assessment (RPA), i.e. Medium or High complexity.

Select Committee for scrutiny, i.e. O&S – Overview & Scrutiny, CSC – Communities, GSC – Governance, NSC – Neighbourhoods, RSC – Resources.

**Generated on:** 14 March 2018

<i>Workstream</i>	<i>Project</i>	<i>RPA</i>	<i>Scrutiny</i>	<i>Sponsor</i>	<i>Manager</i>
Workstream 2 Business Culture	<b>P004b Corporate Communications - Internal</b>	High	GSC	Glen Chipp, Chief Executive (XEX01)	Tom Carne, PR & Marketing Officer (GPR01)

# PMO Project Closure Report

Generated on: 10 Jan 18

1. Project title	<b>Corporate Communications - Internal</b>	5. Reference	P004b
2. Managed By	<b>Tom Carne, PR &amp; Marketing Officer (GPR01)</b>	6. Creation Date	22-Mar-2017
3. Sponsored By	<b>Glen Chipp, Chief Executive (XEX01)</b>	7. Last Modified Date	10-Jan-2018
4. Corporate Plan link	<b>3.b.2016</b> <b>To utilise 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</b>		
<b>8.</b>		<b>Baseline</b>	<b>Actual</b>
Start Dates		01-Oct-2016	01-Jun-2016
End Dates		30-Apr-2018	11-Dec-2017
Budget		£0.00	£0.00
<b>9. Timeline</b>			
30-Jun-2016	Initial discovery commenced on audit		
30-Jul-2016	Work has begun to review Corporate Identity		
31-Aug-2016	Agree charter amendments		
30-Sep-2016	Agree charter amendments		
31-Oct-2016	Report findings and Project Initiation Document (PID)		
31-Oct-2016	Charter to be considered by the TPB		
31-Jan-2017	PID approved		
28-Feb-2017	Completed review of action plan		
31-Mar-2017	Sub-group prioritise areas for attention and development from the Action Plan		
30-Apr-2017	Priority Action List to be agreed at Charter Group for referral and approval through PMO to Transformation Programme Board		
30-Aug-2017	Priorities agreed by Transformation Programme Board		
30-Oct-2017	Completed - headphones provided, link to briefing issued after session, more time to set up room for briefing and testing technology		
02-Nov-2017	Staff communication is a standard item on MB agenda. Any reports, actions, decisions impacting staff are to be relayed straight after meeting, this action is ongoing.		
29-Nov-2017	Learnings from Emailogic training sessions used to produce an update for best practise on email usage, in District Lines.		
29-Nov-2017	Actions completed and embedded into the organisation		
11-Dec-2017	Completion of closure process		
<b>10. Executive Summary</b>		<b>11. Recommendations</b>	
The employment engagement action plan and change readiness survey identified that there were some areas of internal staff communication that needed to be improved. In particular, we needed to look at how we communicate, the frequency and what messages we give to staff.		Recommendation to close the project. Transfer any outstanding/follow up items from this project in to Business as Usual within the People Team.	
<b>12. Benefits</b>			
<b>Benefit</b>			
<ul style="list-style-type: none"> <li>Improved employee awareness, recognition and understanding of EFDC services</li> </ul>			

**Measure**

- Analysis of staff survey results

**Benefit**

- Increased employee engagement

**Measure**

- Analysis of employee survey results

**13. Projects and/or programmes of work that are affected by this project**

Using the above surveys, key priorities were identified for action. These included actions to improve staff briefings and ensure that staff communication are a standing item on the management board agenda. In addition training courses are now in place to embed best practise for running efficient meetings and for email communication. A number of other priorities were identified but have now been removed from the project as they are either being picked up as separate projects or sit under business as usual, these are as follows;  
 District Lines improvement – this is now business as usual. Values & Behaviours – to be picked up under the People Strategy. Recognition of colleague achievements – to be picked up under Values & Behaviours  
 The agreement was that we would repeat the change readiness survey after 18 months at which stage we will identify staff feedback and the impact the project has had.

**14. What went well?**

The project was realistic in what it could achieve and kept to scope. It was felt that smaller projects worked better in achieving what they set out to achieve.

**15. Areas to be improved?**

Nothing specific

**16. Findings**

The training courses provided have been well received and felt to add value in improving communication. Supporting toolkits may be needed at a later stage at which time they will be produced.  
 Priority 4: training to provide advice/guidance for running efficient team meetings, was covered as part of the Establish Project and Programme Management project (P003) through the Project Managers Network meetings (this action has therefore been deleted from this project timeline).

**17. Data**

Employment engagement action plan and staff change readiness survey produced in 2016 was used to identify the priorities.

**18. Project Members**

EFDC01 - All internal staff; Steve Bacon, ICT Program Manager; David Bailey, Head of Transformation; Tom Carne, PR & Marketing Officer (GPR01); Glen Chipp, Chief Executive (XEX01); Sarah Kits, Social Media and Customer Services Officer (GPR03); Valerie Loftis, Consultation Officer (GPR07); Angela McKeon, Human Resources Officer (RHR05); Helen Pradun, Info & Customer Relations TL (CRS10)

## **Report to Governance Select Committee**

**Date of meeting: 27 March 2018**



**Portfolio:** Leader of the Council

**Subject:** Transformation Programme – Project Dossier – Governance Directorate

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

**Democratic Services Officer:** Jackie Leither, Democratic Services Officer  
(01992 564756)

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

**(1) That the Committee reviews the updated Project Dossier for the Transformation Programme – Governance Directorate.**

### **Reason for decision:**

The Overview and Scrutiny Committee requested the progress of projects and programmes within the Transformation Programme – known as the Project Dossier – be reported to regular meetings of the Committee for review.

### **Options considered and rejected:**

None.

### **Report:**

#### **Introduction:**

1. The Corporate Plan provides a framework to demonstrate how the work of the Council fits together at a strategic level. It provides a focus to establish a set of corporate priorities, describing how the organisation will deliver positive change.

2. An annual Corporate Specification details how the Corporate Plan will be delivered through a set of operational objectives for that year. Operational objectives can concern Business As Usual (BAU) or business transformation.

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- Leads to change;
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- Has limited resources;
- Has specific objectives; and

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If you build a car in your garage – it’s a project. Whereas if you are a car manufacturer, building hundreds of cars a day, it’s a production line and simply business as usual, i.e. it isn’t unique. However, parts of a larger process can be considered projects, e.g. designing the car. So by their very nature, the delivery of any change involves project management.

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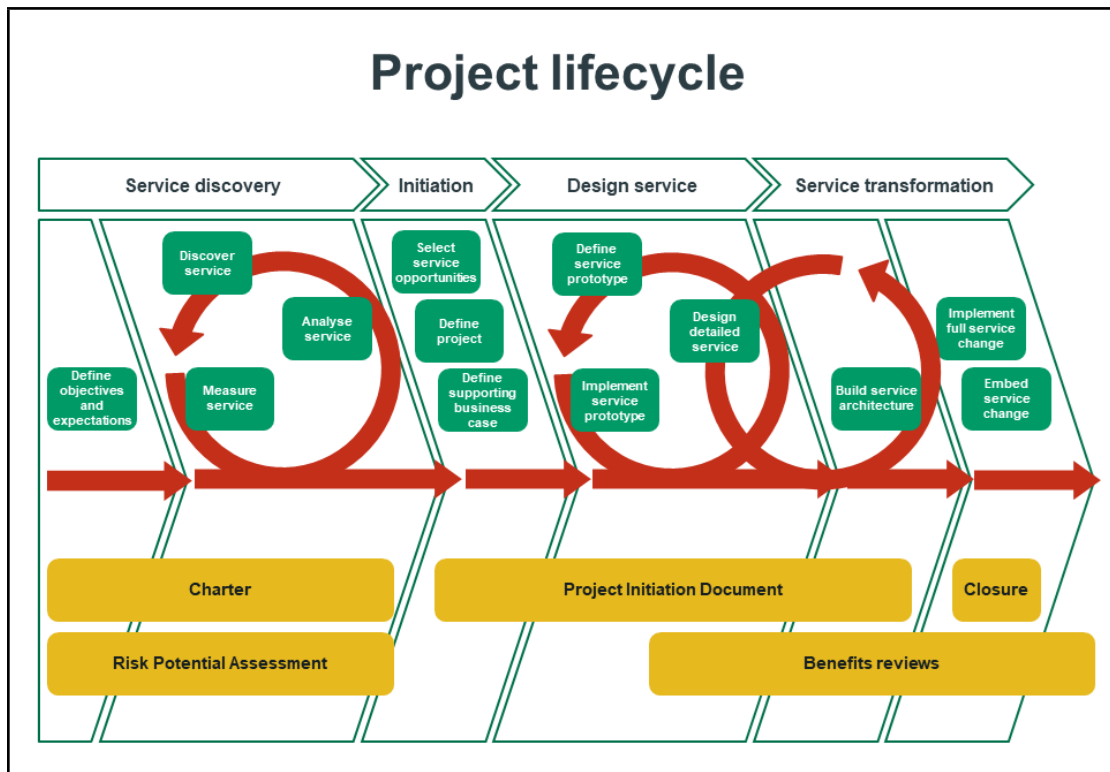
- Customer Experience;
- Business Culture;
- Resources, Accommodation and Technology; and
- Major Projects.

7. A corporate methodology for managing projects was established in June 2016. All projects are registered with the Programme Management Office (PMO), overseen by the Head of Transformation. Projects are managed differently, depending on an assessment of their scale or complexity. This assessment is completed using the Risk Potential Assessment tool (RPA).

<i>RPA</i>	<i>Qualities</i>	<i>Project management</i>	<i>Processes</i>	<i>PMO support</i>
<b>High</b>	Transformative project – requires authority wide co-ordination	Overseen by the Transformation Programme Board	Charter, initiation document and evaluation are required and approved by TPB. Other documents may be required	PMO actively engaged in supporting the project
<b>Medium</b>	Project management best practice	Managed within a single directorate	Charter, PID and evaluation are required and logged with PMO	Support provided by PMO
<b>Low</b>	Minimal need for project management	Managed within a single service area	Charter, PID and evaluation are encouraged	Support available from PMO on request

8. High and Medium complexity projects follow a project life cycle (see diagram below).





### Project Dossier:

9. The Committee are asked to consider and review the list of active High and Medium complexity projects, known formally as the Project Dossier. This is given in the Appendix. The information, structured by Workstream, includes:

- Workstream;
- Project reference number and title;
- Current project lifecycle stage, i.e.
  - Discovery (chartered),
  - Initiation (Project Initiation Document, PID / Programme Definition Document, PDD),
  - Prototype (design service),
  - Implementation (transformation),
  - Closure;
- Risk Potential Assessment (RPA), i.e.
  - Medium or
  - High complexity;
- Start and due dates;
- RAG = Current project status as Red, Amber, Green (RAG);
- Select Committee for scrutiny, i.e.
  - O&S – Overview & Scrutiny,
  - CSC – Communities,
  - GSC – Governance,
  - NSC – Neighbourhoods,
  - RSC – Resources,
- Level of completion (as percentage); and
- Project Sponsor and Project Manager.

**Resource Implications:**

None.

**Legal and Governance Implications:**

There are no governance implications from this report.

**Safer, Cleaner and Greener Implications:**

There are no Safer, Cleaner or Greener implications.

**Consultation Undertaken:**

No formal consultation was undertaken in the preparation of this report.

**Background Papers:**

Regular Transformation Programme Highlight Reports to the Cabinet.

**Risk Management:**

There are no Risk Management implications.

**Equality:**

There are no Equality Impact implications.

# Equality analysis report

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

Name of the policy, service or project: <i>be specific</i>	Transformation Programme - Project Dossier – Governance Directorate
Revised / new / withdrawal:	New
Intended aims / outcomes/ changes:	Report is for consideration
Relationship with other policies / projects:	<b>Transformation Programme</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

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.	If yes, state which protected groups:
If no, state your reasons for this decision. Go to step 7.	If no, state reasons for your decision:
<i>The majority of Council policies and projects are equality relevant because they affect employees or our communities in some way.</i>	No. Any equalities impact assessment for individual projects or programmes will be detailed in the respective reports.

Name and job title of officer completing this analysis:	David Bailey, Head of Transformation
Date of completion:	25.01.2018
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:	25.01.2018
Date signed copy and electronic copy forwarded to PIU <a href="mailto:equality@eppingforestdc.gov.uk">equality@eppingforestdc.gov.uk</a>	25.01.2018

## Appendix - Project Dossier Governance Directorate

Key:

Current project lifecycle stage, i.e. Discovery (chartered), Initiation (Project Initiation Document, PID / Programme Definition Document, PDD), Prototype (design service), Implementation (transformation), Closure.

Risk Potential Assessment (RPA), i.e. Medium or High complexity.

RAG = Current project status as Red, Amber, Green (RAG).

Select Committee for scrutiny, i.e. O&S – Overview & Scrutiny, CSC – Communities, GSC – Governance, NSC – Neighbourhoods, RSC – Resources.

Generated on: 14 March 2018

### Workstream 1 Customer Experience

Code & Title	Stage	RPA	Start date	Due date	RAG	Progress	Scrutiny	Sponsor	Manager
P004a Corporate Communications - External	Hold	High	01-Jun-2016	31-May-2018		63%	GSC	Chief Executive (XEX01)	PR & Marketing Officer (GPR01)

### Workstream 2 Business Culture

Code & Title	Stage	RPA	Start date	Due date	RAG	Progress	Scrutiny	Sponsor	Manager
P019 BC/DC Quality Improvement and File Scanning	Prototype	Medium	01-Jan-2016	31-Mar-2019		0%	GSC	Assistant Director - Development Manager (GDM01)	Service Business Manager (GAD01)

### Workstream 3 Resources, Accommodation and Technology

Code & Title	Stage	RPA	Start date	Due date	RAG	Progress	Scrutiny	Sponsor	Manager
P131 Northgate Mobile Working (Planning & BC)	Implement	Medium	01-Jan-2016	31-Oct-2017		100%	GSC	Assistant Director - Development Manager (GDM01)	ICT Program Manager
P173 Legal Scanning - Phase 2	Implement	Medium	18-Oct-2017	01-May-2018		92%	GSC	Assistant Director - Legal Services (GLG01)	Senior Legal Officer (GLG05)



**Report to: Governance Select Committee**

**Date of meeting: 14 March 2018**

**Portfolio:** Governance and Development Management (Councillor J. Philip)

**Subject:** Equality Objectives 2016-2020 – 6 monthly reporting and compliance with the public sector equality duty.

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

**Democratic Services Officer:** Jackie Leither (01992 564756)

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**Recommendations/Decisions Required:**

That the Select Committee review performance in relation to the key Council's Equality Objectives (2016-2020) up until March 2018, and other work to meet its statutory equality duties.

**Executive Summary:**

The Equality Act 2010 placed a number of responsibilities on the Council, including a Public Sector Equality Duty (PSED) to have due regard to equality in the exercise of its functions, to the need to eliminate discrimination, to advance equality of opportunity, and to foster good relations between persons who share a relevant characteristic and those who do not. Further specific responsibilities were introduced requiring the adoption of equality objectives to improve equality for service users and employees, to carry out equality analysis, and to publish equality information.

In April 2016, the Cabinet agreed four equality objectives for the four years from 2016 to 2020, designed to help the Council meet the aims of the PSED. This report reflects progress against these objectives at the beginning of March 2018 and other work to ensure compliance with the council's equality duty.

**Reasons for Proposed Decision:**

In view of the corporate importance of the achievement of these objectives, and ensuring compliance with the PSED, progress is reported to the Select Committee on a six monthly basis.

**Other Options for Action:**

None. Failure to monitor and review progress against the Equality Objectives and to take corrective action where necessary, could have negative implications for judgements made about the Council, and might mean that opportunities for improvement are lost.

## Report:

### Equality Objectives

1. In October 2017 the Select Committee was advised that the current set of equality objectives was reviewed by the Equality Working Group (EWG) that met in July 2017. The Group felt that the current set focusses very much inwards on EFDC operations and recognised a need to update and replace these objectives. We could continue with the existing Equality Objectives Plan however we would be missing the opportunity to enhance the content and adapt the best approach to Equality, particularly in light of the adoption of the new Corporate Plan 2018-2023. The new set of equality objectives and actions to deliver them has been proposed to the Cabinet for adoption in April 2018.
2. The Equality Act 2010 places an obligation on the Council to produce equality objectives focused towards those areas which can make a real difference to the communities of the district, and can best enable the Council to make improvements to service design and delivery. In April 2016 the Council adopted four equality objectives for the four years until March 2020 to advance equality for service users and employees.
3. The objectives are supported by an Action Plan with actions designed to secure the achievement of each of the objectives. Many of the actions can only be achieved incrementally or are dependent upon other actions. The Action Plan is intended to be fluid to reflect changes in service delivery and the development of the work to achieve greater fairness, and is therefore subject to amendment and addition.
4. A schedule detailing progress against individual actions is attached as Appendix 1 to this report. The actions to deliver the objectives are largely achieved. All remaining actions were communicated to all responsible officers, will be covered in business as usual and their progress will be continued to be monitored and reported in the Equality Information Report 2018. In reporting progress against the objectives, the following 'status' indicators have been applied to individual actions:

**Achieved** (Green) - specific actions have been completed or relevant targets achieved;

**On-Target** (Green) – specific actions will be completed or achieve in accordance with targets;

**Under Control** (Amber) - specific actions have not been completed or achieved in accordance with relevant targets, although completion/achievement is likely to be secured by revised target date;

**Behind Schedule** (Red) - specific actions have not been completed or achieved in accordance with relevant targets;

**Pending (Grey)** – specific deliverables or actions have not been completed or achieved, as they rely on the prior completion of other actions or external factors outside the Council's control

### Equality analysis

5. Analysis is the process by which we gain an understanding of the impact of our policies and activities on people. This understanding is a requirement of the legislation. A new Equality Impact Assessment Form has been produced to ensure Cabinet, Council and Portfolio Holders are supported by a high quality full impact assessment, and that projects or significant changes to services, are assessed at key stages of their delivery. A user guide to aid completion has been created.

## **Equality Information Publication**

6. Equality Information must be published annually and it is a requirement of the legislation. Equality Information Report will be produced in summer 2018 showing an overview of our work over the last year and giving evidence that we are complying with our statutory duties

## **Equality Objectives 2018-2022**

7. The new set of equality objectives and actions to deliver them has been recommended to the Cabinet for adoption in April 2018. CEWG has been engaged in the development of a new set of objectives to take the Council forward until March 2022.

8. The Select Committee is requested to review current progress against the equality objectives for 2016-2020 to meet the Council's statutory equality duty.

## **Resource Implications:**

Resource requirements for actions to achieve specific equality objectives will have been identified by the responsible service director/chief officer and reflected in the budget for the year. Compliance with statutory equality duties can currently be met from within existing resources.

## **Legal and Governance Implications:**

There are no legal or governance implications arising from the recommendations of this report. Relevant implications arising from actions to achieve specific equality objectives will have been identified by the responsible service director/chief officer.

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

## **Consultation Undertaken:**

Current progress against the equality objectives for 2016-2020 and other equality work has been reviewed by the Corporate Equality Working Group and within Directorates via representative to the working group.

## **Background Papers:**

Equality Objectives 2016-2020

## **Impact Assessments:**

### ***Risk Management:***

None for this report

### ***Equality:***

Actions to achieve specific equality objectives cover the full range of the Council's services, and its dual role of service provider and employer. Whilst no equality implications arise from the recommendations of this report, the appropriateness of actions to deliver the objectives, together with the successful achievement of the objectives, have the potential to impact on service users and employees across all protected characteristics.

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**E01 – To integrate the Council’s public sector equality duty into our partnership working**

Equality Objective Actions		Responsible Service(s)	Initiative Status	Initiative Progress	
1.	Include the Council’s equality requirements in terms of reference or service level agreement as appropriate, of <i>new</i> partnerships	EO1.01.a – Include the Council’s equality requirements in business plan guidance	PIU	Achieved	Equality in business planning has been addressed through project 124. Relevant equality information will be included in directorate intranet pages as business planning information.
		EO1.01.b – EFDC equality requirements included in governance arrangements of new partnerships	All Directorates	Behind schedule	Work will continue to be progressed and reported in the Equality Information Report 2018
2.	Reflect the Council’s public sector equality duty in governance documentation relating to partnerships listed in the Corporate Partnerships Register	EO1.02.a Review governance documents of partnerships listed in the Corporate Community Partnerships Register: to establish inclusion of the Council’s public sector equality duty	All Directorates with partnership responsibility	Achieved	One Epping Forest has been restructured and a new Board put in place comprising key functions. It is chaired by the Finance Portfolio holder.
		EO1.02.b For partnerships not already reflecting the public sector equality duty in governance  Identify the partnership governance arrangements review process and review opportunity;  For partnerships not already reflecting the public sector equality duty in governance arrangements; implement inclusion		Achieved	The One Epping Forest Partnership fully reflects the Council equality duties and approaches in its work in health and economic development.
3.	Include equality outcomes as a criterion in the community grant	EO1.03a Draft criteria produced and considered by O&S Task and Finish Group and Cabinet	Communities	Achieved	Equality Impact Assessment Report is now required for all community grant decisions, completed as part of the grant allocation decision making process. The Grant Aid criteria ensures no unfair restrictions on membership/participation is acceptable in terms of groups applying for funding against all of the protected equality characteristics. Advice is given in any scenario that doesn’t meet the criteria. Disabled Facilities Grants and Repayable Housing Assistance are fully available and accessible to all District residents. Applications can be made personally or through an approved referring agent. There is a formal application

					process, financial means test and eligibility criteria that each applicant has to go through.	
5.	Work with partners to help older people to reduce the impacts of isolation as identified in the Impact of the Ageing population study	EO1.05.a Deliver a series of Older People's engagement events	Communities		Achieved	Three Stay Well this winter events took place in Oct/Nov 2016 in Ongar, Chigwell and Loughton. These were attended by 170 older people. Organised by EFDC & West Essex Clinical Commissioning group they delivered key messages to help residents stay healthy, well and safe. This is an ongoing initiative delivering a minimum of four older people's engagement event each year.
		EO1.05b Work with partners to establish EF Dementia Action Alliance	Communities		Achieved	Attendees also met over 20 local services including EFDC care & repair team, Alzheimers society, Age UK, VAEF, Community Nurses, Fire Service. EF Dementia Action Alliance was launched in May 2016. The alliance has a page on the Dementia Action Alliance website with key actions. The EF Dementia Action Alliance has an independent chair and is continuing to encourage organisations to sign up to the alliance.
		EO1.05.c Pursue Dementia Friendly Services and Communities linked to above	Communities		Achieved	Dementia Awareness Information sessions are delivered on ongoing basis. A simple guide on how to join the EF Dementia Action Alliance has been produced for organisations. A leaflet has been produced to promote and raise awareness of the EF Dementia Action Alliance
		EO1.05.d Work with NHS & ECC colleagues to deliver Early Intervention initiatives in EF	Communities		Achieved	Successful project are being delivered such Milife and Livewell Child in local primary schools. This work is ongoing through the Early Help And Start Health and Wellbeing group.

## E02 – To apply robust equality requirements in commissioning, procurement and contract management

Equality Objective Actions		Responsible Service(s)	Initiative Status	Initiative Progress
1.	EO2.01 Review procurement strategy to ensure it reflects EHRC 'Buying better outcomes': mainstreaming equality considerations in procurement guidance requirements	Procurement Steering Group	Achieved	The strategy is an over arching document which includes a requirement that the Equality Act 2010 is an influence on the Council's approach to procurement. The strategy has been reviewed and no amendments were found to be necessary. The application of the strategy is via the Procurement Toolkit (see 2.2).
2.	EO2.02 Review procurement toolkit and guidance to ensure they reflect EHRC 'Buying better outcomes': Mainstreaming equality considerations in procurement' guidance requirements for guidance documents	Procurement Steering Group	Achieved	The toolkit has been updated and cross referenced with EHRC guidance which sets out the requirements for integrating equality into procurement. The toolkit includes the business case for procurement activities and the EHRC guidance is referred to specifically.
3.	EO2.03 At next review opportunity undertake a review of Procurement Rules to ensure they reflect EHRC 'Buying better outcomes; Mainstreaming equality considerations in procurement' guidance where appropriate	Procurement Steering Group	Achieved	Procurement rules were reviewed in April 2017. They will next be reviewed in April 2019 to ensure fair and equal access for different size businesses to bid for the Council tenders.
4	EO2.04 Review Standing Orders user guidance to ensure they reflect EHRC 'Buying better outcomes: Mainstreaming equality considerations in procurement' guidance where appropriate	Procurement Steering Group	Achieved	Procurement Rules were created in April 2016 to replace Contract Standing Orders. No user guide has been created to date. Should this change and a decision be made to develop a user guide than the requirements of the EHRC guidance will be reflected in it. However it is considered that the toolkit does actually contain all required information.
5	EO2.05 Ensure requirements for procurement business cases and specifications include; Mandatory consideration; <ul style="list-style-type: none"> <li>a. Relevance to equality considerations where equality is relevant; and applied in a proportionate way;</li> <li>b. Added value potential</li> <li>c. Reasonable adjustments requirements;</li> <li>d. Positive action which can be delivered through the procurement;</li> <li>e. Monitoring requirements, responsibilities and arrangements;</li> <li>f. How requirements lots can facilitate equality</li> </ul>	All Directorates	Behind schedule	These considerations are not mandatory however will be considered in BAU. Progress where relevant will be reported in the Equality Information Report 2018.
6	EO2.06 Ensure pre-qualification questionnaire suitability questions include, where relevant, demographic data and analysis of needs to	All Directorates	Achieved	The council uses the Government's standard Selection Questionnaire for all above OJEU

	help contractors to respond				value (currently £164,176) procurement exercises, part of which includes equality related issues and questions. Selection Questionnaires are not permitted for lower value procurements.
7	E02.07 Ensure arrangements for procurement activity advertising, includes a consideration of equality where relevant	All Directorates		Behind schedule	These actions will be considered in BAU and reported in the Equality Information Report 2018
8	E02.08 Include equality clauses and requirements in tendering documents where relevant	All Directorates		Behind schedule	These actions will be considered in BAU and reported in the Equality Information Report 2018
9	E02.09 Ensure contract management and control process include monitoring of equality requirements	All Directorates		Behind schedule	These actions will be considered in BAU and reported in the Equality Information Report 2018
10	E02.10 Ensure equality benefits derived through procurement are recorded	All Directorates		Behind schedule	These actions will be considered in BAU and reported in the Equality Information Report 2018
11	E02.11 Ensure equality lessons learnt through procurement contracts are captured and applied to future contracts	All Directorates		Behind schedule	These actions will be considered in BAU and reported in the Equality Information Report 2018

### E03 – Our employees have the knowledge, skills and confidence to deliver our plans

Equality Objective Actions		Responsible Service(s)	Initiative Status	Initiative Progress	
1.	Provide relevant equality training for employees and ensure future provision builds on training provision to date and targets corporate aims and objectives	Human Resources		Achieved	A survey was carried out for EFDC by EELGA (East of England Local Government Association) to determine whether the EFDC training programme was in line with what other local authorities do. Almost all of the authorities use a mixture of taught training courses and e learning which is in line with how EFDC currently administers its equalities training. The L&D Manager is satisfied that the EFDC Equality and Diversity training programme is relevant, fit for purpose and in line with the Corporate plan.

		EO3.01.b - Training provision sourced	Human Resources	Achieved	HR have engaged CMS training as its Equality & Diversity training provider. This course receives very good feedback and CMS are more than happy to change the content as required.
		EO3.01.c - Training included in the Corporate Training Programme	Human Resources	Achieved	Included in the last training cycle, training courses are available for staff to attend
4	Update Procurement e-learning module to reflect equality requirements set out in Procurement Toolkit and Guidance / Standing Orders / Procurement Strategy	EO3.02.a - Procurement e-learning module reviewed and areas for development identified	Procurement Human Resources	Achieved	E-learning module reviewed; sufficient equality information included
		EO3.02.b - E-learning module developed as appropriate		Achieved	Module provides knowledge required to undertake procurement activities in EFDC
		EO3.02.c - Module included in Corporate Training Programme		Achieved	Module is included in Corporate Training Programme
7	Review, evaluate and make improvements (where necessary) to the process for providing members with relevant equality information to support decision making (due regard record process).	EO3.03.a - Review Due Regard Record system and evaluate	PIU	Achieved	Report considered by MB in July 2016 setting out the implications of recent case law relating to due regard in decision making. (S. Tautz) Democratic Services Manager has considered the need for amendment to the Cabinet and Portfolio Holder report templates, to provide for addition of a 'Must Read' statement. As an 'Equality Implications' heading is already retained at the end of the existing templates, it is considered that the statement could be added there for the sake of consistency. Otherwise, it may be difficult for the Cabinet APG to ensure that it is included. The situation is different for reports to the Council (which makes very few actual decisions anyway) as there is no such template. Many decisions of the Council (e.g. Council Tax setting) are cyclical in nature, referred up from the Cabinet or other executive bodies. In these circumstances, it is envisaged that the inclusion of a link back to the relevant Cabinet agenda, alongside the 'Must Read' statement, would suffice, although this wouldn't apply when the Council was exercising quasi-judicial functions (such as the determination of planning applications). Since then a new Equality Impact

					Assessment Form has been produced to ensure Cabinet, Council and Portfolio Holders are supported by a high quality full impact assessment, and that projects or significant changes to services, are assessed at key stages of their delivery.
		EO3.03.b - Identify and develop improvements where necessary	PIU	Achieved	Process reviewed and improvements identified – new EqIA form in use (EqIA form has been updated to provide Members with a full understanding of the equality implications when taking final decisions)
		EO3.03.c - Gain approval of CEWG MB, and appropriate members	PIU	Achieved	Approval for improvements gained from MB on 6 July 2016 and process to be considered by CEWG in October 2016.
		EO3.03.e - Include in member Training	PIU	Achieved	Member training has been reviewed. The new EqIA form will be included in a Member training in June 2018
12	Develop system for including relevant equality information in licencing and planning decision making	EO3.04.a - Liaise with NR and JN to identify process and required tools	Neighbourhoods, PIU, Development Management	Behind schedule	<p><u>Planning (achieved)</u>: Planning policies in Local Plan Submission Version 2017 covers equalities and decision making on planning applications</p> <p>Licensing (behind schedule): work to be progressed in 2018/19 and be reported in the Equality Information Report 2018</p>
		EO3.04.b - - Develop system and gain approvals from CEWG, MB, and appropriate PFHs			
		EO3.04.c - Promote with staff via District Lines			
		EO3.04.d - Include in Member Training Programme			

#### E04 – To improve and develop equality in our business activities

Equality Objective Actions		Responsible Service(s)	Initiative Status	Initiative Progress
1.	E04.01.a Integration of new equality impact assessment into project management guidance/tools	Transformation	Behind schedule	Integration of new equality impact assessment into project management has been prototyped and will be taken forward in 2018-19.
2.	Map, develop, and promote the potential to channel corporate equality expertise into corporate business processes (eg: <i>Building control for access issues; Neighbourhoods for languages</i> )	CEWG	Behind schedule	Decision to list the building by Historic England delayed P002 Service Accommodation Review by 6-12 months, which will impact on the delivery of these objectives

	<i>spoken in the district)</i>	EO4.02.b - Process developed	CEWG		Behind schedule	
		EO4.02.c - Implementation	All Directorates		Behind schedule	
3.	Produce and promote a process for accessing comprehensive translation services	EO4.03.a - Process developed	PIU		Behind schedule	Plans to develop this process have not been progresses. This action is included in the new Equality Action Plan with target dates August and September 2018.
		EO4.03.b - Promote via Intranet and District Lines	PIU		Behind schedule	

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## **Report to Governance Select Committee**

**Date of meeting: 27 March 2018**

**Subject: Corporate Plan 2018-2023 – Progress Reporting and Performance Indicator Set**

**Officer contact for further information: David Bailey, Head of Transformation**

**Committee Secretary: Jackie Leither, Democratic Services Officer**

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

- (1) That the Committee reviews and provides comment on the proposed benefits and performance indicator set for 2018-2023; and
- (2) That the Committee reviews and provides comment on the Council's proposed format for reporting the performance of the indicator set and the progress of the Corporate Plan 2018-2023.

### **Executive Summary:**

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

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

The success of the new Corporate Plan will be assessed through the achievement of a set of benefits, focussed on what the Council achieves for customers (detailed from section 2 of the report). These benefits in turn are evidenced through a set of performance measures. The new format for reporting the Council's performance is also proposed.

### **Contents**

1. Background and context of the Corporate Plan 2018-2023, including
  - a. Corporate Aims and Objectives
  - b. Corporate Specification 2018-19
  - c. Benefits Realisation
2. Design of the New Corporate Plan – Measuring Success
3. Format of Performance Reports
4. New Indicator and Benefits Set: Profiles
5. Next Steps
6. Appendix 1 – Our Corporate Plan 2018-2023 'on a page' summary
7. Appendix 2 – DRAFT Progress Report, including
  - a. Benefits Maps for 2018-19
8. Appendix 3 – Proposed Performance Indicator Profiles

## Report:

### 1. Background and context of the Corporate Plan 2018-2023

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 Plan sets out the journey the Council will take to transform the organisation to be 'Ready for the Future'. The plan links the key external drivers influencing Council services, with a set of corporate aims and objectives, grouped under three corporate ambitions.

4. 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.

5. The Corporate Plan 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 when presented in the Corporate Plan. The most significant innovation in the new Corporate Plan is its focus on our customers and the measurement of success as the impact that the delivery of the plan has on them.

6. 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.

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

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

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

10. Management Board, Leadership Team and Cabinet Members were involved in developing the draft Corporate Plan 2018-2023. The content of the Plan – including drivers, objectives and benefits – were the subject of consultation with customers, businesses, partners and staff. The views of Councillors were also sought through the Communities,

Governance, Neighbourhoods and Resources Select Committees as well as the Overview and Scrutiny Committee. The views of the Cabinet were gained through a report to the Finance and Performance Management Cabinet Committee. Feedback from local councils was taken through a report to the Local Councils' Liaison Committee (LCLC).

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

12. The Corporate Plan 2018-2023 was adopted by Council in December 2017. It was agreed that the four Select Committees – Communities, Governance, Neighbourhoods and Resources – be consulted on the draft benefits maps. Final definitions for the new key benefits and performance indicator set will then be agreed by the Finance and Performance Management Cabinet Committee, in consultation with the Head of Transformation. This consultation would help ensure that the benefits maps have both the style and the content which the Select Committees would find most useful in undertaking their scrutiny of Council performance.

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

### **Corporate Aims and Objectives**

14. External drivers have been identified by Cabinet Members and the Council's Management Board and Leadership Team, for the organisation over the next five years. They have been further refined through consultation and linked with a set of three interdependent corporate ambitions:

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

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

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

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

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

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

operational objectives for a given year, which in turn are responded to through annual Service business plans.

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

19. 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**

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

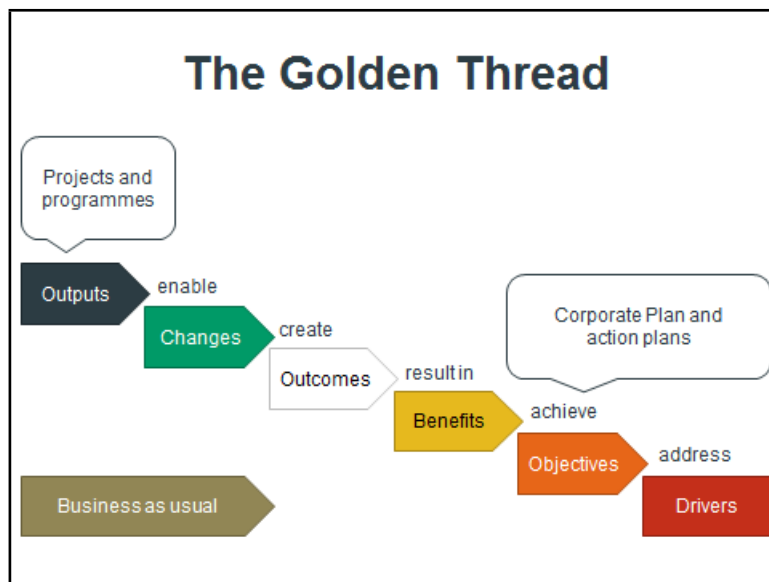
21. All benefits from individual corporate objectives, connect back to four key benefits, which are:

- 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

22. 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.

23. 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).

24. 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 benefits maps, 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.



Above: 'The Golden Thread' linking project outputs through benefits to achieve objectives.

25. 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).

26. 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.

## 2. Design of the New Corporate Plan – Measuring Success

27. The background section to this report describes the production of the new Corporate Plan 2018-2023. As explained above, the new Corporate Plan strives to 'put the customer at the heart of everything we do', focussing on redefining our measurement of success as the impact that the delivery of the plan has on them.

28. In the previous Corporate Plan, success was largely defined as the delivery of services, products or things. For example in the Key Action Plan:

- Deliver Phase 1 of the Council Housebuilding Programme, to provide 23 new affordable rented homes (Objective 1.b.1).
- Produce a plan to improve the management of information, to protect public data and comply with legislation (3.b.4).

These are known as output measures as they measure the output of project work – i.e. deliver a new computer system – or a 'thing'. Other examples from the Key Action Plan have outcome measures attached:

- Complete a new off-street parking contract to manage the Council's car parks with an alternative provider to increase efficiency and reduce costs (1.c.4)

In terms of measuring success, the previous Key Action Plan report measures success as the completion of the contract – i.e. the output. However, this example also shows a benefits measure, to 'increase efficiency and reduce costs'. These can normally be identified as they

use action verbs like ‘increase’, ‘reduce’ or ‘improve’. In this example the benefit is to the Council, in reduced cost and increased efficiency, but the benefits for our customers is implicit rather than explicit, i.e. the reduction in costs for local tax payers.

29. In these examples, and across the majority of the previous Corporate Plan, the realisation of benefits as a definition of success is not measured through the Key Performance Indicator set. Examples of KPIs include:

- What percentage of our commercial premises was let to tenants? (NEI011)
- What percentage of the district’s annual business rates was collected? (RES003)
- What percentage of calls to the council’s Careline Service are answered within 60 seconds? (COM010)

Clearly, these are measures of service performance, but they do not link with actions from the Key Action Plan and again are most often output measures and not outcome measures. Measuring outputs rather than outcomes (or benefits) is the traditional way of measuring success, and these measures are often easier to define and collect.

30. Strategically however, the weakness with these measures is in the response to the challenge – ‘so what?’ What difference does it make that the percentage of our commercial premises is let? What difference does it make the percentage of calls to Careline are answered within 60 seconds? The new Corporate Plan seeks to address this requirement directly by constructing a set of actions, performance measures and benefits which link together to demonstrate the success of the Plan overall, and explicitly place the emphasis on the improvements for customers. Overall, this is done through benefits maps, and example of which is given in Appendix 2. These benefits maps (also known as strategy maps) form the core of our performance management framework for the new Corporate Plan.

31. This marks a fundamental shift for the Council in the way it thinks about performance and what ‘success’ looks like for its customers. The Council’s previous performance management approach has been in place for many years, and the move to this new way of thinking will no doubt at times be challenging. However, this focus on success is an essential aspect of the Council being ‘Ready for the future’.

### 3. Format of Performance Reports

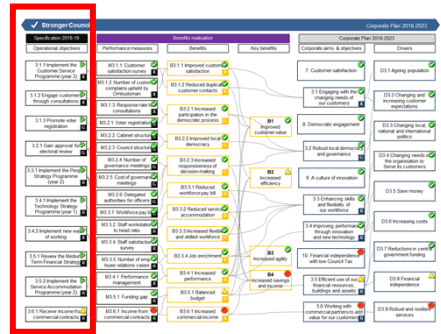
32. Currently, there are three different performance reports which are regularly presented across Cabinet, Finance and Performance Management Cabinet Committee and Scrutiny Committees, see table below. The reports are also considered by Management Board and Transformation Programme Board.

<i>Report and content</i>	<i>Finance and Performance Management Cabinet Committee</i>	<i>Cabinet</i>	<i>Overview and Scrutiny Committee</i>	<i>Scrutiny Committees</i>
<b>Corporate Plan Key Action Plan</b> – progress on the annual key actions, through which the Corporate Plan is delivered		✓	✓	✓
<b>Transformation Programme Highlight Report</b> – progress of projects and programmes by exception		✓		
<b>Key Performance Indicators (KPIs)</b> – progress against the indicators, grouped by directorate	✓			✓

33. Effectively, these three reports cover different aspects of the Benefits maps, which were developed as part of producing the new Corporate Plan 2018-2023.

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

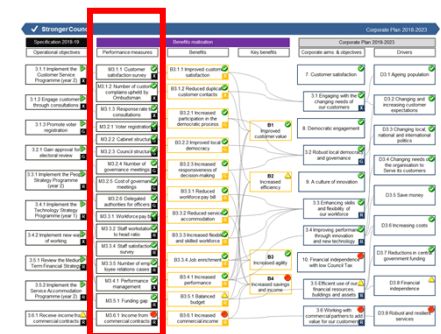
The business transformation elements are also covered by exception in the Transformation Programme Highlight Report.



These reports describe the progress made in delivering services (BAU) and improving services (business transformation).

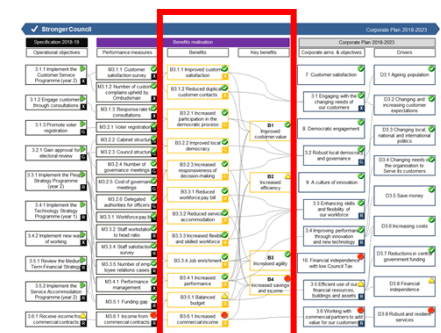
35. The next column of the benefits maps covers the measurement of performance through a set of performance indicators – formally known as Key Performance Indicators or KPIs. The current sets of KPIs largely measure the performance of Business As Usual (BAU) activities and not improvements brought about by business transformation.

Many of these indicators have their origins in the National Key Indicator Set and Comprehensive Spending Review framework, implemented by the UK Government in 2007. This was a means to reflect national priority outcomes in the work of local authorities, replacing previous frameworks like Best Value Performance Indicators and Performance Assessment Framework indicators.

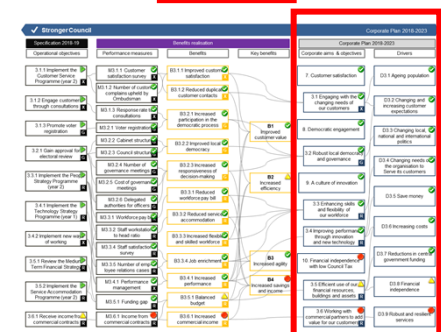


36. The Council's current performance measurement framework does not measure the impact on our customers – referred to as the realisation of benefits. These sit at the centre of the benefits map.

On the benefit maps for the new Corporate Plan, a new set of performance indicators have been designed. These allow the Council to measure directly or indirectly the realisation of benefits for our customers.



37. The right hand side of the benefits maps shows the corporate aims and objectives and the environmental factors which drive them. In the delivery of the previous Corporate Plan the Council did not assess its performance against the delivery of Corporate Objectives. The establishment of benefits maps in the new Corporate Plan should establish a mechanism with which to ask and answer the strategic question – 'how well the Council is doing in the delivery of its five-year Corporate Plan?'



38. Clearly it is possible to report separately on each aspect of performance within the benefits maps. However, it is proposed to report the performance holistically, replacing the existing performance reports with a single integrated report – giving a single view of the performance of the Council against the Corporate Plan. This single view shows the interconnections between the various elements of the benefit maps, and should enable officers and Members to focus on cause and effect relationships.

39. It is proposed to present information using the benefits maps – colour coded using the Red, Amber, Green status indicators – often abbreviated to RAG – to highlight exceptions that may require attention. This will give Members and officers a quick visual tool to focus on areas where performance may be below target, and where remedial actions or further scrutiny may be required. By following the links left-to-right on the benefit maps – between projects, indicators, benefits and objectives – the maps also show the likely cause (to the left) or impact (to the right) of any underperformance.

40. Additionally, detailed information will only be reported for items on the maps which have Amber or Red statuses, i.e. are exceptions. This will reduce the amount of information presented in the regular reports and should enable readers to attend to the most important issues.

41. An example of how sections from the proposed report could look is given in Appendix 2, including both an example of a benefit map and the more detailed exceptions section. The Committee are asked to review this example and provide comment.

#### **4. New Performance Indicator and Benefits Set: Profiles**

42. Appendix 3 contains the proposed performance indicator profiles, whose scrutiny is assigned to this Select Committee. The Committee are asked to review each profile and provide comment. The targets for performance indicators will be agreed by the Finance and Performance Management Cabinet Committee.

43. A benefit may have one or more indicator. Where more than one indicator exists, the proportion in which the indicators are combined to demonstrate the benefit is shown as a percentage, with the sum of these weightings totalling 100%. Similarly, an individual indicator may contribute to the realisation of one or more benefits.

44. Some existing KPIs may continue to be reported as indicators in the new benefits maps. Other existing KPIs may continue to be collected as Management Information (MI), to assist in the management of services. However, many performance indicators in the set are newly defined for use by the Council and for some there will need to be a baseline data gathering exercise undertaken in 2018-19 before targets can be set for the remainder of the Corporate Plan period.

45. With such a fundamental change to the way the Council measures its success, it is inevitable that a small number of performance indicator definitions or targets, will upon collection need to be reviewed and modified. Any amendments to performance indicators will be agreed by the Finance and Performance Management Cabinet Committee in consultation with the Head of Transformation.

#### **5. Next Steps**

46. The Committee is requested to consider and provide comment on the draft documents in Appendices 2 and 3.

47. The performance indicator and benefits set and format of the reports, will be subject to further consultation with the Overview and Scrutiny Committee and Select Committees. The final performance indicator and benefits set, including targets, will be approved by the Finance and Performance Management Cabinet Committee in consultation with the Head of Transformation.

48. The Corporate Plan, including the annual Corporate Specification are working documents and are therefore subject to change and development to ensure that the actions remain relevant and appropriate. Consequently, the Leader of the Council, in consultation with the Chief Executive, is authorised to agree any further changes to the Corporate Plan and Corporate Specification.



**Resource Implications:**

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

**Background Papers:**

- Corporate Plan 2015-2020 Report to Cabinet (C0-071-2014/15) on 9 March 2015 and Report to Council on 21 April 2015.
- Transformation Programme – Scope and Methodology Report to Cabinet (C-073-2015/16) on 03 March 2016.
- Benefits Management Strategy Report to Transformation Programme Board on 20 July 2016.
- Corporate Plan 2018-2023 Report to the Governance Select Committee on 4 July 2017.
- Corporate Plan 2018-2023 Report to the Resources Select Committee on 13 July 2017.
- Corporate Plan 2018-2023 Report to the Overview and Scrutiny Committee on 18 July 2017.
- Corporate Plan 2018-2023 Report to the Finance and Performance Management Cabinet Committee (FPM-007-2017/18) on 20 July 2017.
- Corporate Plan 2018-2023 Report to the Communities Select Committee on 5 September 2017.
- Draft Corporate Plan 2018-2023 Report to the Local Councils' Liaison Committee on 11 September 2017.
- Corporate Plan 2018-2023 Report to the Neighbourhoods Select Committee on 19 September 2017.
- Corporate Plan 2018-2023 Report to Cabinet (C-032-2017/18) on 7 December 2017.
- Corporate Plan 2018-2023 Report to Council (Item 12) on 21 December 2017.

**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:**

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

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# Our Corporate Plan 2018-2023

“Ready for the future”

## Our Vision

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

## Our Purpose

Working together to serve our community.



### Stronger communities

People live longer, healthier and independent lives

1.1 Supporting healthy lifestyles

1.2 Promoting independence for older people and people with disabilities

Adults and children are supported in times of need

1.3 Safeguarding and supporting people in vulnerable situations

People and communities achieve their full potential

1.4 Enabling communities to support themselves

1.5 Promoting culture and leisure

1.6 Keeping the district safe



### Stronger place

Delivering effective core services that people want

2.1 Keeping the district clean and green

2.2 Improving the district housing offer

A district with planned development

2.3 Planning development priorities

2.4 Ensuring infrastructure supports growth

An environment where new and existing businesses thrive

2.5 Supporting business enterprise and attracting investment

2.6 People develop skills to maximise their employment potential

2.7 Promoting retail, tourism and the visitor economy



### Stronger council

Customer satisfaction

3.1 Engaging with the changing needs of our customers

Democratic engagement

3.2 Robust local democracy and governance

A culture of innovation

3.3 Enhancing skills and flexibility of our workforce

3.4 Improving performance through innovation and new technology

Financial independence with low Council Tax

3.5 Efficient use of our financial resources, buildings and assets

3.6 Working with commercial partners to add value for our customers

Our Values:

Customer

Trust

One Team

Innovation

Performance

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## **Report to Resources Select Committee**



### **Date of meeting: Example**

**Subject: Corporate Plan 2018-2023 –  
Performance Report**

**Officer contact for further information: David Bailey, Head of Transformation**

**Committee Secretary: Adrian Hendry, Senior Democratic Services Officer**

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

- (1) That the Committee reviews performance in relation to the Corporate Plan 2018-2023 benefits and performance indicator set within its area of responsibility;
- (2) That the Committee identifies any benefits, performance indicators, actions or projects, which require in-depth scrutiny or further report on performance.

### **Executive Summary:**

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

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

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

### **Reasons for Proposed 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:**

**Background and context from the Corporate Plan 2018-2023**

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 provides a framework to demonstrate how the work of the Council fits together at a strategic level and provides a set of corporate priorities, describing how the organisation will deliver positive change.

2. The Corporate Plan is the cornerstone of the Council's performance management framework (called its Benefits Management Strategy) and business planning processes. It provides a framework for the development of detailed annual service business plans which provide details of service provision and how the work of these groups directly contributes to the achievement of the Council's aims and objectives. 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 Plan lays out the journey the Council will take to transform the organisation to be 'Ready for the Future'. The plan links the key external drivers influencing Council services, with a set of corporate aims and objectives, grouped under three corporate ambitions:

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

4. Each ambition has a set of corporate aims, which are in turn detailed by one or more corporate objective.

5. An annual Corporate Specification details how the Corporate Plan will be delivered through a set of operational objectives for that year. In turn, these operational objectives are responded to through annual Service business plans.

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

**Benefits Realisation**

7. 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

8. 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.

9. 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

## Appendix 2

delivers services, it starts on the left-hand side and works over to the right, i.e. the delivery goes from left to right.

### How to Read the Performance Report

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

The business transformation elements were previously covered by exception in the Transformation Programme Highlight Report.

These reports describe the progress made in delivering services (BAU) and improving services (business transformation).





11. The benefits for stakeholders sit at the centre of the benefits maps. One or more performance measures makes up each (intermediate) benefit – formally known as Key Performance Indicators or KPIs. Individual performance measures may contribute to one or more benefit. Where this is the case, weightings that show how the performance of these indicators ‘roll-up’ is given. Similarly, an individual indicator may contribute to the realisation of one or more benefits.

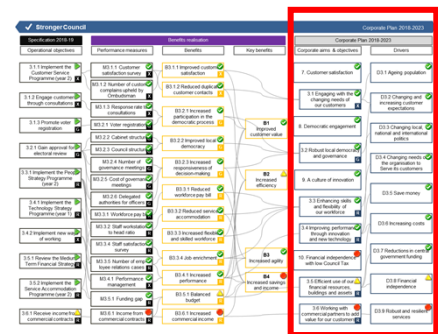
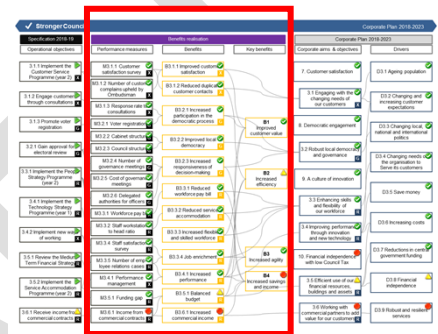
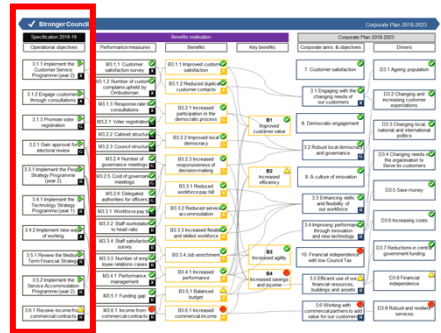
In turn, each (intermediate) benefit contributes to one or more of four key benefits.

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


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

14. The key to the icons used on the Benefits Maps is as follows:

	Green	Indicates an element that is on target or has been completed
	Green	Indicates an action that is in progress or is assigned
	Amber	Indicates: Performance Indicator (or Risk) that is neither red nor green; or An Action that is unassigned, i.e. it doesn't have an owner
	Red	Indicates: A Performance Indicator below target, or An overdue Action based on the deadline date, or A Risk with a high rating



## Appendix 2

	Blue	Indicates that there is data missing and Pentana Performance is unable to make a calculation for that Performance Indicator, therefore it will not show one of the other traffic light icons
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15. The scrutiny committee that owns each element for scrutiny purposes is indicated by a single letter in the bottom right hand corner of the element, as follows:

<b>X</b>	Overview and Scrutiny Committee
<b>C</b>	Communities Select Committee
<b>G</b>	Governance Select Committee
<b>N</b>	Neighbourhoods Select Committee
<b>R</b>	Resources Select Committee

### Benefits Maps

16. The Committee is requested to review the performance against the benefits maps within its area of responsibility. The full benefits and performance indicator set are also considered by Management Board and Finance and Performance Management Cabinet Committee.

#### Resource Implications:

None for this report.

#### Legal and Governance Implications:

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

#### Safer, Cleaner and Greener Implications:

None for this report.

#### Consultation Undertaken:

Relevant Select Committees and the Finance and Performance Management Cabinet Committee.

#### Background Papers:

The submission of performance indicators, service business plans and the Corporate Plan are held by the Transformation Team.

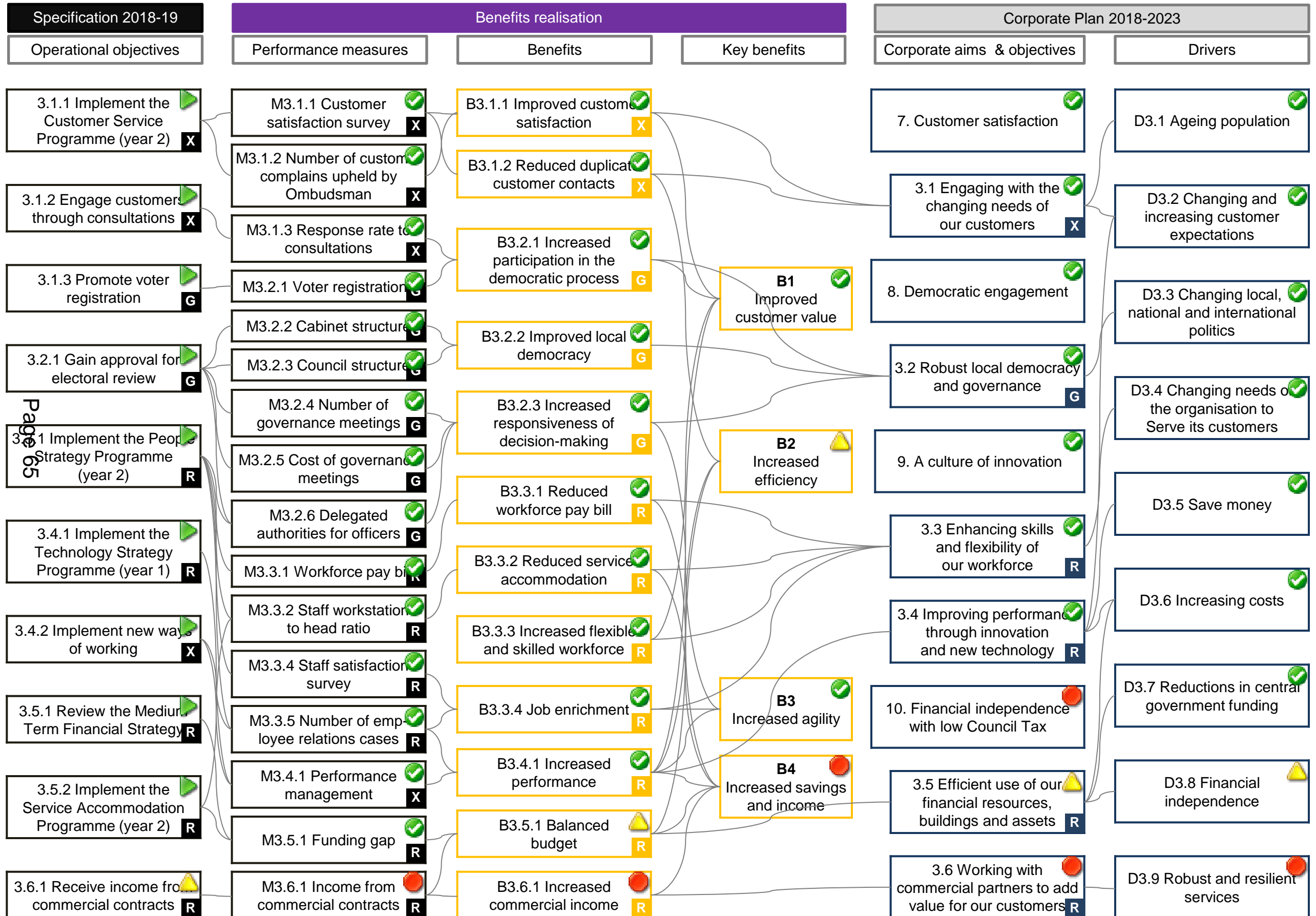
#### Risk Management:

There are no risk management issues arising from the recommendations of this report.

#### Equality and Diversity:

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

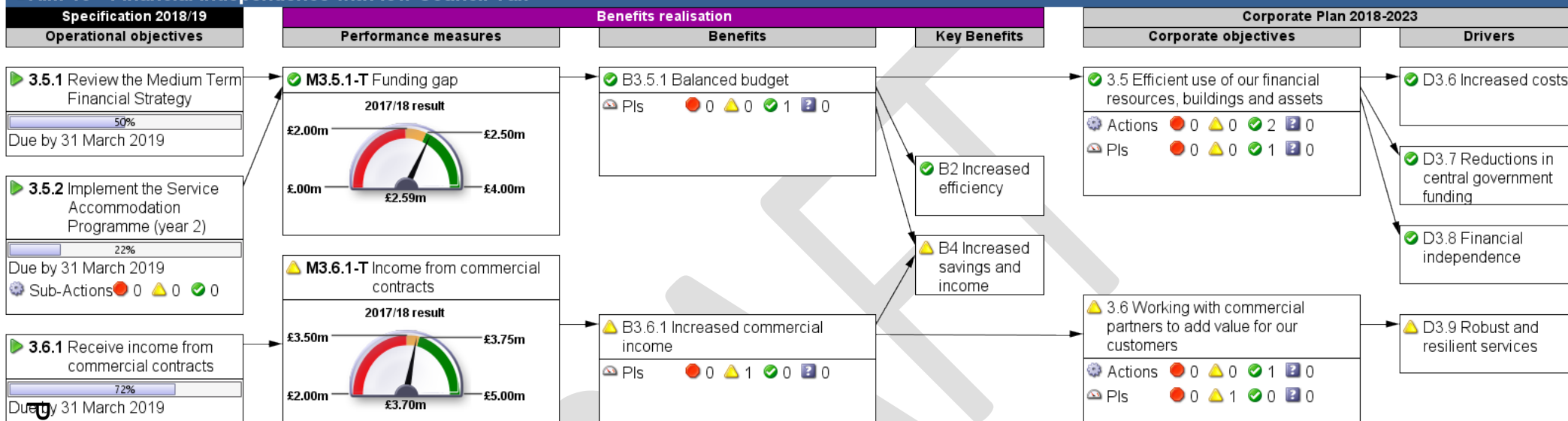




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## Stronger Council

### Aim 10 - Financial independence with low Council Tax



Operational objectives						Specification 2018/19	
RAG	Code and title	Progress	Due date	Expected outcome	Last comment	Scrutiny	Owner
▶	3.5.1 Review the Medium Term Financial Strategy	50%	31-Mar-2019	✔ On target	Q1: On track to realise benefits	RSC	Director of Resources
▶	3.5.2 Implement the Service Accommodation Programme (year 2)	22%	31-Mar-2019	✔ On target	Q1: On track	RSC	Chief Executive
▶	3.6.1 Receive income from commercial contracts	72%	31-Mar-2019	⚠ Under control	Q1: Implementation is going well but performance measure is a lagging indicator	RSC	Director of Neighbourhoods

Projects									Specification 2018/19
Code and title	Stage	RPA	Start date	Due date	RAG	Progress	Scrutiny	Sponsor	Manager
<b>P160 Service Accommodation Programme</b>	Implement	High	22-Feb-2016	31-Mar-2023	⚠	53%	RSC	Chief Executive (XEX01)	Head of Transformation
<b>P002 Service Accommodation Review</b>	Implement	High	22-Feb-2016	01-Jun-2018	▶	87%	RSC	Director of Resources (RDR01)	Head of Transformation

<b>P161 Civic Office Refurbishment</b>	Hold	High		31-Mar-2023		0%	RSC	Director of Resources (RDR01)	Head of Transformation
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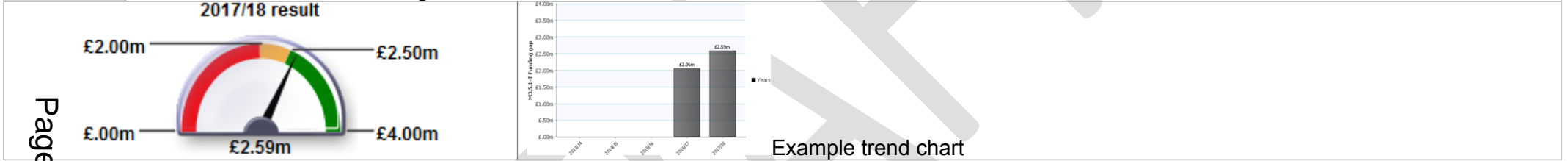
Notes: Stage = project life-cycle stage. RPA = Risk Potential Assessment

**Performance measures and benefits** **Benefits realisation**

RAG	Code and title	Progress	Due date	Expected outcome	Weighting	Scrutiny	Owner
	<b>B3.5.1 Balanced budget</b>	20%	31-Mar-2023	On target	NA	RSC	Director of Resources
	M3.5.1-T Funding gap	100%	31-Mar-2019	On target	100%	RSC	Assistant Director – Accountancy

**Definition** The indicator is intended to measure the decrease of Central Government funding, to reduce our reliance and the gap in funding. This rolls up to Efficient use of our financial resources, buildings and assets.

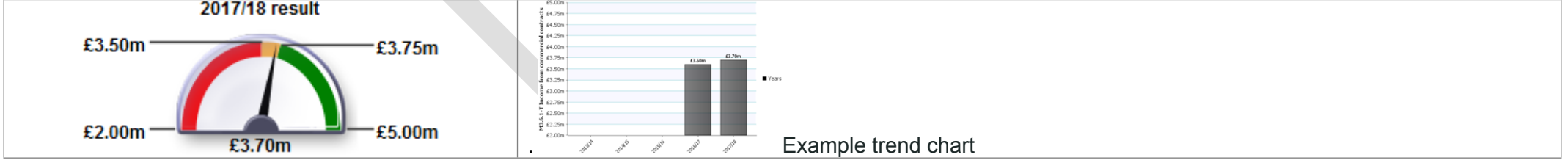
**Comments** Q1: Performance is above target.



RAG	Code and title	Progress	Due date	Expected outcome	Weighting	Scrutiny	Owner
	<b>B3.6.1 Increased commercial income</b>	15.7%	31-Mar-2023	Under control	NA	RSC	Director of Neighbourhoods
	M3.6.1-T Income from commercial contracts	78.9%	31-Mar-2019	Under control	100%	RSC	Assistant Director - Accountancy

**Definition** This indicator is intended to measure the incremental increases in income from commercial contracts that the Council holds. This rolls up to the Working with commercial partners to add value for our customers

**Comments** Q1: Performance is below target, although a slight improvement has been made.



## Governance Select Committee

### Performance Indicator Profiles

The following pages contain the definitions for the following performance indicators which fall under the remit of the Governance Select Committee.

<i>Code</i>	<i>Indicator</i>
M3.2.6	Delegated authorities
M3.2.2	Cabinet structure
M3.2.3	Council structure
M3.2.4	Number of governance meetings (for 2019/2020)
M3.2.5	Cost of governance meetings (for 2019/2020)

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## Performance Indicator Definition

<b>Reference</b>	M3.2.2		
<b>Title</b>	Cabinet Structure		
<b>Collection Interval</b>	Annual	<b>Data Source</b>	EFDC Electoral review 2002
		<b>Indicator source</b>	Corporate Plan 2018-2023
<b>Definition</b>	<p><b>Rationale:</b></p> <p>As a part of the proposed Electoral Review, a decision is required to instigate a review of the Cabinet structure.</p> <p>A decision is required by the Leader to determine whether the structure of the Cabinet and Cabinet sub-committees is appropriate given;</p> <ol style="list-style-type: none"> <li>1. Any decision taken to undertake an Electoral review</li> <li>2. The changing management structure of the Council</li> </ol> <p>This measure relates to the Benefit B3.2.2 Improved local democracy, which rolls up to the Corporate Aim 3.2 Robust local democracy and governance, feeding in to the Corporate Driver Changing local, national and international politics.</p> <p><b>Definition:</b> The review aims to establish a structure to meet all future requirements of the Council. A report will be required to inform the Leader of possible options and a decision therefore made.</p>		
<b>Formula</b>	A simple KPI return stating whether the target has been met.		
<b>Good performance</b>	Yes	<b>Return Format</b>	Yes/No
<b>Cumulative</b>	No	<b>Decimal Places</b>	None
<b>Worked example</b>	<p>Officer report submitted with recommendations – submitted, target met.</p> <p>Leader agrees option for Cabinet structure - target met.</p>		

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## Performance Indicator Definition

<b>Reference</b>	M3.2.3		
<b>Title</b>	Council structure		
<b>Collection Interval</b>	Annual	<b>Data Source</b>	EFDC Electoral review 2002
		<b>Indicator source</b>	Corporate Plan 2018-2023
<b>Definition</b>	<p><b>Rationale:</b></p> <p>As a part of the proposed Electoral Review, a decision is required to instigate a review of the Council structure/the Council structure is to be reviewed.</p> <p>This measure is required to periodically review the Council's structure for good practice to ensure electoral equality across the district. All evidence will be provided to Members to consider.</p> <p>This measure relates to the Benefit B3.2.2 Improved local democracy, which rolls up to the Corporate Aim 3.2 Robust local democracy and governance, feeding in to the Corporate Driver Changing local, national and international politics.</p> <p>This measure is to be resolved by March 2019.</p> <p><b>Definition:</b> A report will be made to Council who will make the decision whether to take a review forward during 2019/20.</p> <p><b>Notes:</b> Future Performance Indicators will look at the cost and number of meetings that match the availability of Councillor resources as a result of any Electoral review.</p>		
<b>Formula</b>	A simple KPI return stating whether the target has been met.		
<b>Good performance</b>	Yes	<b>Return Format</b>	Yes/No
<b>Cumulative</b>	No	<b>Decimal Places</b>	None

<b>Worked example</b>	Officer report submitted with recommendations – submitted, target met. Council agrees option for Cabinet structure - target met.
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## Performance Indicator Definition

<b>Reference</b>	M3.2.6		
<b>Title</b>	Delegated authorities for officers		
<b>Collection Interval</b>	Annual	<b>Data Source</b>	Planning records 2017/18
		<b>Indicator source</b>	Corporate Plan 2018-2023
<b>Definition</b>	<p><b>Rationale:</b></p> <p>Delegated authorities are required to be reviewed by the Constitution Working Group. Planning delegations will be reviewed for 2018/19.</p> <p>The background to this measure is that the Council is moving towards implementation phases of the Local Plan.</p> <p>It is expected that there will be an increase in development applications to the Council and District Member involvement will be required over and above the determination of planning applications during the preparation of the strategic masterplans and concept frameworks. These also place an additional workload on development control staff.</p> <p>Therefore there is a need to match available staffing resources to ensure that they are being used in the most effective way, and that any new proposals give the councillors the ability to ensure their oversight on sites that are of concern as they too will have greater pressures placed upon them in the wider planning role envisaged.</p> <p>The Constitution Working Group are looking at the current scheme of delegation to Officers and how applications come to be determined by Committee and the Committee structures including those referred by local councils.</p> <p><b>Notes:</b></p> <p>Progress has been made on a new scheme of delegation and will be developed further in early April 2018. Baseline (based on 2017/18) and target figures will be agreed at this point.</p> <p>It is proposed that the target will be a 5% increase in the number of applications determined by officers.</p> <p>Consideration for delegation targets will be developed through 2018/19 for a new area to measure for 2019/20.</p>		

<b>Formula</b>	$Y - X = Z$ $(Z/Y) \times 100$ Where: X = decision % levels from the previous year Y = decision % levels in the current year Z = increase		
<b>Good performance</b>	High	<b>Return Format</b>	Percentage
<b>Cumulative</b>	No	<b>Decimal Places</b>	0
<b>Worked example</b>	Where: decision levels from the previous year = 80 decision levels in the current year = 90 $80 - 90 = 10$ (ignore the -) % increase of decision levels = $\frac{10}{80} \times 100 = 12.5\%$		

## **Report to: Governance Select Committee**

**Date of meeting: 27 March 2018**



**Portfolio:** Planning and Governance (Councillor Philip)

**Subject:** Planning Appeals Performance – Case Study

**Officer contact for further information:** N Richardson (01992 564110)

**Democratic Services Officer:** J Leither (01992 564756)

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

- 1. That the Committee receives and comments on a presentation of recent appeal decisions by a representative of Assistant Director of Governance (Development Management).**
- 2. That the Committee considers any lessons or outcomes of the presentation for future planning application decision making and key performance indicators GOV007 and GOV008.**

### **Report**

1. If an application for planning permission is refused by the local planning authority, or if it is granted with conditions, an appeal can be made to the Secretary of State against the decision, or the conditions, under section 78 of the Town and Country Planning Act 1990. All parties must provide the evidence required and meet the procedural deadlines. Appeals are normally determined by an exchange of written statements; less so by the two other methods - a hearing or an inquiry, which is chaired by an independent planning inspector.
2. Appeal performance is reported six monthly to the area planning committees and there are two key performance indicator (KPI) measures – GOV007: *What percentage of planning applications recommended by planning officers for refusal were overturned and granted planning permission by appeal* and GOV008: *What percentage of planning applications refused by Council Members against the recommendation of the planning officers were granted planning permission on appeal.* Whilst performance statistics and copies of the Council Member related appeal decision letters are brought to the Area Plans Committees attention, Members are seeking some clarity and understanding on why some appeals are dismissed and others are allowed, which in turn will hopefully help towards improving performance of these two KPI's as identified in their individual improvement plans.
3. Councils must determine planning applications in line with the Local Plan and

government policy such as the National Planning Policy Framework. However, councils can also take account of other material considerations, such as local opposition, but to do so should have the backing of planning policy. Whilst making comments on planning application, people can feel they are making a contribution to decisions being made in their area, it is worth highlighting however, that the strength or volume of local opposition is not a material planning consideration. The voices of local people are more likely to be heard by decision makers if their objections are on planning issues, which Members should be focusing upon in any case, to justify a refusal.

4. It is difficult to show common themes in why some appeals are more successful than others, but Officers have picked out 4 relatively recent cases across the district for further scrutiny which will be viewable in the form of a PowerPoint presentation at the meeting. Members will have an opportunity to raise questions and discuss the issues with the presenting officer at the meeting and explore what could be done to improve the Council's appeal performance in the future.
5. The 4 appeal decisions are appended to this report and are as follows:
  - Cornerways, Turpins Lane, Chigwell – EPF/2390/16: Dismissed – Committee Reversal
  - Tennis Court, Roding Valley School, Loughton – EPF/0053/17: Allowed – Committee Reversal
  - 16 Kendal Avenue, Epping - EPF/0309/17: Allowed - Delegated
  - Fairlawn, Epping Road, Nazeing – EPF/0290/16 – Dismissed - Delegated
6. Lessons or themes that emerge from these appeals can be used for future planning application decision making and set out in GOV007 and GOV008 improvement plans for next year.

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

**Legal and Governance Implications:** None for this report.

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

**Consultation undertaken:** None.

**Background Papers:** Attached appeal decisions.

**Impact Assessments:**

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

**Equality -** No equality implications arise from this report.



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## Appeal Decision

Site visit made on 11 July 2017

by **Simon Warder MA BSc(Hons) DipUD(Dist) MRTPI**

an Inspector appointed by the Secretary of State for Communities and Local Government

Decision date: 31 July 2017

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**Appeal Ref: APP/J1535/W/17/3173140**

**Cornerways, Turpins Lane, Chigwell IG8 8BA**

- The appeal is made under section 78 of the Town and Country Planning Act 1990 against a refusal to grant planning permission.
  - The appeal is made by Unilux Homes Ltd (Mr S Khan) against the decision of Epping Forest District Council.
  - The application Ref EPF/2390/16, dated 8 September 2016, was refused by notice dated 1 March 2017.
  - The development proposed is the demolition of existing dwelling and garage and construction of eight residential units, with associated parking and landscaping.
- 

### Decision

1. The appeal is dismissed.

### Main Issues

2. The main issues are:
  - the effect of the proposal on the character and appearance of the area;
  - whether the proposal would provide satisfactory living conditions for future occupiers with particular regard to the proposed external space.

### Reasons

#### *Character and Appearance*

3. The appeal site occupies a prominent location at the junction of Turpins Lane and Manor Road. It accommodates a two storey detached dwelling with a frontage and access onto Turpins Lane. There is a substantial separation between the existing building and 32 Manor Road. The site's Manor Road frontage is enclosed with planting.
  4. The appellant has referred to flats, schools and commercial buildings in close proximity to the site. However, with the exception of the school in Turpins Lane, the prevailing built form in the area which provides the setting for the appeal site comprises single household dwellings. Most are detached and set behind well screened front gardens. Whilst there is some variety in their appearance, typically, they have a suburban character with plain tiled, hipped roofs and elevations finished mainly brickwork. The majority of the buildings are two storeys in height and present a single frontage to the road. Although a number of the dwellings in Manor Road have three storeys, the extra storey is accommodated within the roof space and does not add significantly to the scale
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of the buildings. Whilst, the existing dwelling on the appeal site is smaller than some, its layout, scale and form is generally consistent with the pattern of development in the area. Collectively, the layout, scale and form and appearance of the appeal building and its neighbours contribute positively to local distinctiveness.

5. The proposed apartment building would be three storeys in height, with a contemporary appearance, including a flat roof and a curved corner feature on its front elevation. This feature would sit between elevations presenting angled frontages onto Turpins Lane and Manor Road. The Manor Road frontage would extend to some 1m from the boundary with No 32 at ground floor level. The new building would, therefore, have a significantly larger footprint than the existing building. By virtue of its dual frontage and three storey height, its scale and prominence would also be substantially greater than others in the area, including the larger properties at 32 to 36 Manor Road. I recognise that the front of the new building would follow the Turpins Lane and Manor Road building lines. Nevertheless, the layout, form and scale of the proposed building would be out of keeping with the prevailing pattern of development.
6. The overall height of the proposed building would be no greater than some of its neighbours. Moreover, the upper floors would be stepped back. However, the top of the flat roofed second floor level would be much broader and deeper than the hipped roof forms which characterised the existing building and its neighbours. Consequently, notwithstanding the overall height of the proposed building, its bulk at second floor level would appear considerably greater than neighbouring buildings, including those at 32 to 36 Manor Road.
7. The appellant has referred to examples of flatted developments at Hainault Road, 114-116 Manor Road, 144 Manor Road and 46 Stradbroke Drive. However, my concerns are specific to the appeal site and its immediate surroundings and each of the cited developments is a significant distance from the appeal site. As such, I consider that they do not provide a robust justification for the appeal proposal.
8. Most of the area in front of the new building would be given over to hard surfacing, including parking for eight vehicles. The grassed area in front of the Manor Road elevation would be too narrow to offer meaningful visual relief or provide an attractive setting for the proposed building. The boundary planting around the roadside boundaries of the site would filter views of the hard surfacing and parked cars to a degree. However, I consider that the space available would not be deep enough for the planting to provide an effective screen. Nor would it prevent views through the proposed access. I recognise that there is extensive hard surfacing in front of some other properties in the area. However, none are as prominently located or extend across two frontages in the same way as the appeal proposal.
9. These considerations are reflected in the density of the proposed development, which the Council puts at 80 dwellings per hectare, compared with the prevailing pattern of development which is closer to 30 dwelling per hectare. The intensity of the proposed built development accentuates the contrast between the domestic, suburban form and materials of adjoining buildings and the more angular and assertive appearance of the proposed building. In addition, the proposed fenestration, including the full height glazing and



projecting balconies, would be at odds with the domestic window patterns of nearby buildings.

10. Although Framework paragraph 60 advises that planning decisions should not impose architectural styles, it also states that it is proper to seek to promote or reinforce local distinctiveness. In this case, the layout, scale, form and appearance of the proposed building, in combination with its prominent location, would cause significant harm to the character and appearance of the area. Conditions could be used to control the external materials of the building and hard landscaping. However, even if complementary materials were used, I consider that they would not overcome the concerns identified above.
11. Consequently, I find that the proposal would conflict with Epping Forest District Local Plan Alterations 2006 (LPA) Policies CP2(iv), CP3(v) and CP7, insofar as they seek to safeguard and respect the character of the urban environment, ensure that the scale of development respects the character of the locality and presume against over-development. It would also be contrary to Epping Forest District Local Plan 1998 (LP) Policy DBE1 which requires new buildings to respect their setting in terms of scale, siting, massing and detailing and to be of a size appropriate to their position in the street scene. The proposal would also conflict with LP Policy DBE6 which requires car parking to be located so that it does not dominate the street scene. Nor would the proposal accord with the design policies of the National Planning Policy Framework (the Framework) to the extent that they have similar aims.

#### *Living Conditions*

12. Policy DBE8 of the LP requires residential development to provide external space which is easily accessible from the relevant dwellings and of a size, shape and nature which enables reasonable use. The supporting text advises that an area of 25sqm per unit will be sought in communal spaces for flats, although it also recognises that there will be exceptions where it may be appropriate to relax the standards (paragraph 15.52).
13. The ground floor dwellings would have modestly sized private terraces. The remaining five units would share a communal garden area to the rear of the proposed building. The Council puts the size of this garden at 100 sqm. As such, the amount of space provided would not meet the LP standard. The appellant has referred to Essex Design Guide standards, which it says would result in the need for slightly less provision. However, the appeal proposal would not fully satisfy the requirements of this policy either. Moreover, the proposed communal area would be awkwardly shaped. In particular, the narrow, southern end would have limited usability, especially having regard to the enclosing effect of the proposed building and private terraces on one side and the substantial boundary planting on the other side.
14. The appellant argues that the appeal site is located in close proximity to a number of areas of public open space, a golf course, gyms and recreational facilities. Some of these facilities are not freely publicly accessible. The closest accessible open space is at the junction of Manor Road and Cross Road. This is around a five minute walk from the site along a busy road. As such, I consider that none of the facilities identified are very conveniently located so as to provide an attractive alternative to the on-site provision of external space.

15. Therefore, even allowing for flexibility in the application of the standards, I consider that the proposal would not provide adequate external space to satisfy the needs of future occupiers. It would, therefore, conflict with LP Policy DBE8 as well as Framework paragraph 17 which requires proposals to achieve a good standard of amenity for future occupiers.

*Other Matters*

16. The appellant has drawn my attention to the officer's report which recommended approval of the appealed application. I also note that concern has been expressed locally about the way in which officers dealt with the application. Whilst I have had regard to the officer's assessment, Councillors are entitled to come to their own conclusions on applications provided that they are based on planning matters. I have determined the appeal based on its planning merits.
17. I have had regard to the other concerns expressed locally, but none has led me to a different overall conclusion.

**Planning Balance and Overall Conclusion**

18. The Council has not disputed the appellant's contention that the District does not have a five year supply of housing land. The figure is put at 1.35 years, which amounts to a considerable shortfall. In these circumstances Framework paragraphs 49 and 14 advise that planning permission should be granted unless any adverse impacts of doing so would significantly and demonstrably outweigh the benefits, when assessed against the policies of the Framework taken as a whole.
19. I have found that the proposal would be harmful to the character and appearance of the area and would not provide satisfactory living conditions for future occupiers. These considerations are supported by relevant Framework and development plan policies. There is nothing to suggest that the development plan policies directly affect the supply of housing or are otherwise inconsistent with the Framework. They can, therefore, be accorded substantial weight. As such, the proposal would have significant and demonstrable adverse impacts on the environmental and social roles of sustainability.
20. In accordance with Framework paragraph 47, the provision of additional dwellings in a District where there is a sizeable shortfall in housing land amounts to a considerable benefit of the proposal. The proposal would also accord with LPA Policy CP7 which seeks to make full use of land within urban areas for new development. In this regard, it would contribute to the social dimension of sustainability. That said, the net gain of seven new dwellings would be modest in the context of the housing needs of the District as a whole. This limits the weight I attach to this housing benefit of the proposal. I have not been made aware of other benefits.
21. Overall therefore, I find that the adverse impacts of granting planning permission would significantly and demonstrably outweigh the benefits and that the proposal does not benefit from the presumption in favour of sustainable development. For the reasons set out above, the appeal should be dismissed.

*Simon Warder*

INSPECTOR

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## Appeal Decision

Site visit made on 22 August, 2017

by **S. J. Buckingham, BA (Hons) DipTP MSc MRTPI FSA**

an Inspector appointed by the Secretary of State for Communities and Local Government

Decision date: 11<sup>th</sup> October, 2017

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**Appeal Ref: APP/J1535/W/17/3174477**

**Tennis Courts, Roding Valley High School, Alderton Hill, Loughton, IG10 3JD**

- The appeal is made under section 78 of the Town and Country Planning Act 1990 against a refusal to grant planning permission.
  - The appeal is made by McCarthy & Stone Retirement Lifestyles Ltd. against the decision of Epping Forest District Council.
  - The application Ref: EPF/0053/17 dated 5 January, 2017 was refused by notice dated 29 March, 2017.
  - The development proposed is amendment to planning permission EPF/1103/15 (Erection of 38 'Retirement Living' (Category II) apartments for the elderly in a part 3 and part 2-storey development, including associated communal facilities, 32 off-street car spaces, landscaping and access on to Alderton Hill) to provide 2 additional two-bedroom apartments.
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### Decision

1. The appeal is allowed and planning permission is granted for amendment to planning permission EPF/1103/15 (Erection of 38 'Retirement Living' (Category II) apartments for the elderly in a part 3 and part 2-storey development, including associated communal facilities, 32 off-street car spaces, landscaping and access on to Alderton Hill) to provide 2 additional two-bedroom apartments at Tennis Courts, Roding Valley High School, Alderton Hill, Loughton, IG10 3JD in accordance with the terms of the application Ref: EPF/0053/17 dated 5 January, 2017 subject to the following conditions:
  - 1) The development hereby permitted shall begin not later than 3 years from the date of this decision.
  - 2) The development hereby permitted shall be carried out in accordance with the following approved plans: A2-001, A1-102 Rev 2, A1-001 Rev 01, A1-401 Rev 02, NL-2061-02-AC-602, and NL-2061-04-AC-601 Rev 02.
  - 3) The development hereby permitted shall be carried out in accordance with the planning conditions imposed on the previous consent EPF/1103/15, and in accordance with the details approved in subsequent approval of details applications EPF/0103/16, EPF/0106/16 and EPF/2001/16.

### Preliminary Matters

2. A signed and dated Section 106 Agreement has been submitted in respect of this application. I return to consideration of it later in my Decision
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### **Main Issues**

3. The main issues are the effect on the character and appearance of the area and the effect on the living conditions of neighbouring occupiers in respect of overlooking.

### **Reasons**

4. The appeal site sits at the bottom of a small river valley, on land formerly used as part of the nearby Roding Valley High School. At the time of my visit the previously approved development for a block of 38 retirement flats was underway. The appeal proposal is for the use of space formerly earmarked for storage for residents, to create two additional flats in the roof space of the approved building, as it is not considered likely that there would be significant demand for storage space.
5. The development would not extend the volume of the approved building, and would create four new dormer windows fronting small terraces set behind the plane of the roof, and two new small rooflights. They would be on the eastern side of the building, facing an internal courtyard area, and beyond that the residential properties set on rising ground to the east.

#### *Character and appearance*

6. The new dormer windows would be inverted, by being set into and contained by the roof slope, and as a result only a small portion of them would be visible from ground level, and they would not be visible at all from the street. There is a thick and high conifer hedge on the boundary of the site with the rear garden of No 13, on the side of No 13 and therefore within the control of that property, which would screen any views of the proposed buildings from the rear gardens of adjacent dwellings to the east. The dormers and rooflights would therefore have a very limited effect on the appearance of the building as seen from neighbouring properties and would not be an intrusive element in the appearance of the area.
7. There are already three storey elements to the approved building, including on its elevation facing the dwellings on Alderton Hill. Furthermore it sits in a group of larger blocks around and relating to the High School, including some substantial three storey school buildings, to which it relates more closely in appearance than to the dwellings of the residential areas around. Consequently it would not appear out of character in size, height or bulk in relation to the character and appearance of the area, notwithstanding its overall appearance as a three storey building which would, at most, be marginally emphasised by the appeal proposal.
8. The proposal would therefore not cause harm to the character and appearance of the area, and would not conflict with policy DBE1 of the Local Plan and Alterations 2006 (the LP) which seeks new buildings that respect their setting, nor with policy DBE2 of the LP, which seeks to resist new buildings which have a detrimental effect on existing properties in amenity terms.

#### *Overlooking*

9. While on site I was able to use scaffolding present as part of the construction process to assess the likely view from third floor level on the eastern side of the appeal building. Due to the presence of the conifer hedge there were no

views, including glimpses, into the rear garden of No 13 or of properties beyond it up Alderton Hill.

10. The appellant has furthermore, indicated that there would be additional planting of tall species along that boundary as part of the approved planting scheme.
11. I conclude therefore that there would be little or no harm to the living conditions of neighbouring occupiers in terms of real or perceived overlooking and loss of privacy. The development would therefore comply with policy DBE9 of the LP, which requires that new development will not result in an excessive loss of amenity for neighbouring properties, including in terms of overlooking.

### **Other matters**

12. The S106 Agreement is a Unilateral Undertaking on behalf of the appellant to pay to the Council an additional financial contribution to the provision of off-site affordable housing as well as the outstanding 50% contribution from the original approval. The Council is satisfied with this sum.
13. I have considered the obligation against the statutory tests contained in Regulation 122 of the Community Infrastructure Levy (CIL) Regulations 2010 and the national policy set out in paragraph 204 of the National Planning Policy Framework. It appears to me that this planning obligation makes adequate provision for affordable housing in relation to the development, and that it would be necessary to make the development acceptable in planning terms, directly related to the development and fairly and reasonably related in scale and kind to the development, and would thereby pass these tests.
14. Neighbouring occupiers have expressed concerns in relation to the provision of adequate levels of parking provision and the effect on local levels of traffic congestion. The site is close to Loughton tube station, the town centre and bus routes, and the appellant has pointed out that the originally approved development had already made an overprovision for parking spaces. It appears to me that the provision of an additional two flats in a development where car ownership is expected to be relatively low would not have a harmful effect on levels of parking on site, or on levels of traffic in the area.

### **Conditions**

15. The Council has suggested a number of conditions on which the appellant has had an opportunity to comment, and I have taken them into account. In the interests of clarity a condition is applied requiring implementation of the development in accordance with the approved drawings. A condition is added requiring carrying out of the development in accordance with conditions imposed on the previous consent in the interests of protecting the character and appearance of the area.

### **Conclusion**

16. For the reasons given above therefore, and taking into account all other matters raised, I conclude that the appeal should be allowed.

*S J Buckingham*

INSPECTOR

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## Appeal Decision

Site visit made on 4 December 2017

by **Alexander Walker MPlan MRTPI**

an Inspector appointed by the Secretary of State for Communities and Local Government

Decision date: 22<sup>nd</sup> December 2017

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**Appeal Ref: APP/J1535/W/17/3182457**

**16 Kendal Avenue, Epping CM16 4PW**

- The appeal is made under section 78 of the Town and Country Planning Act 1990 against a refusal to grant planning permission.
  - The appeal is made by Mr and Mrs Hunter against the decision of Epping Forest District Council.
  - The application Ref EPF/0309/17, dated 25 January 2017, was refused by notice dated 24 May 2017.
  - The development proposed is the demolition of existing 3 bedroom house and construction of new 5 bedroom house.
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### Decision

1. The appeal is allowed and planning permission is granted for the demolition of existing 3 bedroom house and construction of new 5 bedroom house at 16 Kendal Avenue, Epping CM16 4PW in accordance with the terms of the application, Ref EPF/0309/17, dated 25 January 2017, subject to the conditions contained within the Schedule attached to this decision.

### Main Issue

2. The main issue is the effect of the development on the character and appearance of the area.

### Reasons

3. The appeal site comprises a two-storey, detached dwelling with a detached garage set within a large plot. It is located within a predominantly residential area that consists of large detached properties set within large plots. There is a wide range of building styles, sizes and materials used which provides a high degree of visual interest. The mature gardens with trees and hedges are prominent features in the street scene. The wide road, the set-back position of the buildings and the generous spacing between them create a sense of spaciousness. Overall, the area has a pleasant, leafy suburban character.
4. A proposal for a building comprising 4no. flats on the appeal site was refused planning permission and subsequently dismissed on appeal in 2016<sup>1</sup>. The Inspector found that as a result of its two-storey height along its entire width and with a limited gap to the side boundaries, its scale, mass and plot coverage would be at odds with the established pattern of development and prominent in the street scene. Whilst I am not bound by the Inspector's decision, it is a significant material consideration.

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<sup>1</sup> Appeal Ref APP/J1535/W/16/3142789

5. The appeal proposal differs from the previously dismissed scheme as it is for a single dwelling and not flatted accommodation. Nevertheless, it seeks to address the concerns of the previous Inspector. The proposed dwelling would have a total width of approximately 19.2m. The two-storey element would be 15.4m of this width with the remainder being the attached single-storey garage. Therefore, whilst the dwelling would have a similar, if not greater, width than the previous flatted accommodation, the single-storey garage would retain a sufficient gap at first floor level with No.18A Kendal Avenue. The two-storey element of the dwelling would in fact be slightly set back from the boundary with No.18A than the existing dwelling. Whilst the gap with No.14 Kendal Avenue would be significantly reduced, overall the spacing between the neighbouring properties as a whole would be reflective of other properties in the vicinity and would respect the spacious character of the area.
6. This stretch of Kendal Road has an incline rising from south to north. As a result, dwellings are on different ground levels. The appeal site is slightly higher than No.18A and slightly lower than No.14. Nevertheless, I noted during my site visit that whilst the height of the ridge line of the existing dwelling is below that of No.14, it is also below that of No.18A and therefore, does not reflect the difference in ground levels and the general stepped roofscape on this stretch of the street. Although roofs generally do step down from one another along the street, given the difference in property designs and roof styles this is not particularly discernible when viewed from the street and I do not consider that it is a predominant feature of the street scene.
7. There appears to be some inconsistency regarding the Council's consideration of the height of the dwelling. In their Delegated Report it states that the dismissed building had a height which was the same as that proposed in this application. However, in their appeal statement they state that the proposed dwelling would be higher than the dismissed building. There is no explanation for this change of view. The application includes a drawing of the proposed dwelling with the existing dwelling and the dismissed flatted accommodation overlaid<sup>2</sup>. The drawing indicates that the roof height of the proposal and the previous scheme are very similar. In the absence of any substantive evidence to the contrary I have considered the appeal on this basis.
8. The proposed dwelling would be higher than the existing dwelling. The ridge line would be higher than that of No.18A and lower than No.14, albeit only marginally so. Nevertheless, it would result in the roofs being stepped, which presently they are not, and therefore would not appear out of character. I note the Council's argument that as a result of the gable frontage of No.14 and the difference in ground levels the dwelling would appear higher than No.14. However, it is not clear how the gable frontage of No.14 would have any effect. Moreover, the difference in ground levels would likely result in the appeal property appearing lower than it actually is. Therefore, I do not share the Council's view on this matter.
9. The dwelling would have a large expanse of flat roof in the centre of the roof. The Council raise concern that this could be seen from long views due to the topography of the site and does not reflect the prevailing pitched roofs in the vicinity. Whilst the flat roof could possibly be seen from limited vantage

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<sup>2</sup> Dwg no. 1835/14B



points along Kendal Avenue to the north of the site, this would be glimpsed views through trees lining the road. I accept that it would also be visible from neighbouring properties to the rear. However, any harm as a result of the flat roof failing to reflect the surrounding pitched roofs would be negligible as the visually prominent elements of the roof would be pitched.

10. The depth of the dwelling would be approximately 14m with an additional 1.4m including the bay windows. This would be a greater depth than the previously dismissed scheme. The front elevation of the dwelling would follow the building line of that of No.14 and No.18A, albeit the bay windows would project slightly beyond it. Views of the flank elevations would be possible from the road. However, these would only be possible from acute angles. Although the dwelling would extend beyond the rear building line of Nos.14 and 18A, I do not consider that it would be excessively so to such an extent that it would be harmful to the character or appearance of the area.
11. I acknowledge that as a result of its height, depth and width, the proposed building would be substantial in size. However, there are many other properties in the vicinity that are also of a substantial size. The dwelling would fit comfortably within its large plot and its design, with gable projections, dormer windows and hipped roof, would sufficiently break-up its visual bulk. Overall, it would assimilate well into the street scene, reflecting the existing pattern of development and retaining the spaciousness of the area and would not appear unduly prominent.
12. I have had regard to the proposed exterior materials and the use of a light grey render with stone quoins. There is a wide ranging palette of materials and colours in the vicinity of the site. Whilst light grey render and stone quoins are not common place, I do not consider that the use of them would have a detrimental effect on the area.
13. I find therefore that the proposal would not significantly harm the character and appearance of the area. As such, it would comply with saved Policies CP7 and DBE1 of the Epping Forest District Local Plan and Alterations 2006, which, amongst other things, seek to ensure that development is of a high quality and respects its setting. In addition, it would accord with the design objectives of the National Planning Policy Framework (the Framework).

### **Other Matters**

14. There are a number of trees on the site. An Arboricultural Report and Arboricultural Implications Assessment accompanied the application submission. The Council raise no objection to the proposal with regard to the effect on trees. Based on the evidence before me, the observations I made on site, and in the absence of any substantive evidence to the contrary, I find no reason to disagree with this view.
15. Concerns have been raised by neighbouring residents regarding overlooking, loss of light and outlook. However, I am satisfied that there would be sufficient distance between the properties to ensure that there is no adverse overlooking of neighbouring properties or loss of light. Furthermore, the two-storey element of the dwelling would be set back from the boundary with No.18A sufficiently so that I do not consider that it would unduly harm the outlook from No.18A's rear garden.

16. I note the concern raised regarding the uncertainty over the size of the overall floor space of the dwelling. However, regardless of the different figures referred to, I have determined the appeal on the basis of the drawings submitted, which have measurements on them, and are the same as those considered by the Council in their determination of the appeal.
17. I have also had regard to the concerns raised regarding flooding. However, in the absence of any substantive evidence regarding this matter I can only attribute it very limited weight.
18. With regard to parking, the proposal includes a large driveway and a garage. I am satisfied that these could adequately accommodate the car parking needs of the future occupants of the dwelling without adversely effecting on-street parking provision.

### **Conditions**

19. I have considered the conditions suggested by the Council, having regard to the six tests set out in the Framework. I have revised some of the wording in the interests of clarity and enforceability. For the avoidance of doubt it is appropriate that there is a condition requiring that the development is carried out in accordance with the approved plans. In the interests of the character and appearance of the area conditions regarding materials, the removal of permitted development rights, the protection of trees, landscaping, and site levels are necessary. A condition is necessary regarding surface water drainage in the interests of flood prevention. To protect public health, a condition is necessary regarding land contamination. A condition is necessary requiring wheel washing facilities in the interests of highway safety. Finally, in the interests of protecting residential amenity, a condition is necessary restricting hours of all works on site.
20. It is essential that the requirements of conditions 4, 7, 8, 9 and 10 are agreed prior to the development commencing to ensure an acceptable form of development in respect of flood prevention, preserving the character and appearance of the area and highway safety.

### **Conclusion**

21. For the reasons given above, having regard to all matters raised, the appeal is allowed.

*Alexander Walker*

INSPECTOR

### **SCHEDULE OF CONDITIONS**

- 1) The development hereby permitted shall begin not later than three years from the date of this decision.
- 2) The development hereby permitted shall be carried out in accordance with the following approved plans: 1835/01/D, 1835/02, 1835/03, 1835/04, 1835/05O, 1835/06C, 1835/07C, 1835/08C, 1835/09B, 1835/11, 1835/12B and 1835/14B.

- 3) No construction works above ground level shall take place until documentary and photographic details of the types and colours of the external finishes have been submitted to and approved in writing by the local planning authority. The development shall be carried out in accordance with the approved details.
- 4) No development shall take place until details of surface water disposal have been submitted to and approved in writing by the local planning authority. The development shall be carried in accordance with the agreed details.
- 5) Notwithstanding the provisions of the Town and Country Planning (General Permitted Development) (England) Order 2015 (or any order revoking and re-enacting that Order with or without modification), no development generally permitted by virtue of Classes A, B and E of Part 1 of Schedule 2 to the Order shall be undertaken other than that expressly authorised by this permission.
- 6) Should any discoloured or odorous soils be encountered during development works or should any hazardous materials or significant quantities of non-soil forming materials be found, then all development works should be stopped, the local planning authority contacted and a scheme to investigate the risks and / or the adoption of any required remedial measures be submitted to and agreed in writing by the local planning authority prior to the recommencement of development.  

Following the completion of the development and prior to its first occupation, sufficient information must be submitted to the local planning authority to demonstrate that any required remedial measures were satisfactorily implemented or confirmation provided that no unexpected contamination was encountered.
- 7) No development, including works of demolition or site clearance, shall take place until a Tree Protection Plan Arboricultural Method Statement and site monitoring schedule in accordance with BS:5837:2012 (Trees in relation to design, demolition and construction - recommendations) has been submitted to and approved in writing by the local planning authority. The development shall be carried out only in accordance with the approved details.
- 8) No development shall take place, including site clearance or other preparatory work, until full details of both hard and soft landscape works (including tree planting) and implementation programme (linked to the development schedule) have been submitted to and approved in writing by the local planning authority. These works shall be carried out as approved. The hard landscaping details shall include, as appropriate, and in addition to details of existing features to be retained: proposed finished levels or contours; means of enclosure; car parking layouts; other minor artefacts and structures, including signs and lighting and functional services above and below ground. The details of soft landscape works shall include plans for planting or establishment by any means and full written specifications and schedules of plants, including species, plant sizes and proposed numbers /densities where appropriate. If within a period of five years from the date of the planting or establishment of any tree, or shrub or plant, that tree, shrub, or plant or any replacement is removed, uprooted or destroyed or dies or becomes

seriously damaged or defective another tree or shrub, or plant of the same species and size as that originally planted shall be planted at the same place.

- 9) No development shall take place until details of levels have been submitted to and approved by the local planning authority showing cross-sections and elevations of the levels of the site prior to development and the proposed levels of all ground floor slabs of buildings, roadways and access ways and landscaped areas. The development shall be carried out in accordance with the approved details.
- 10) No development shall take place until wheel washing or other cleaning facilities for vehicles leaving the site during construction works have been installed in accordance with details which shall be submitted to and agreed in writing by the local planning authority. The approved installed cleaning facilities shall be used to clean vehicles immediately before leaving the site during the duration of the construction of the approved development.
- 11) All construction/demolition works and ancillary operations, including vehicle movement on site which are audible at the boundary of noise sensitive premises, shall only take place between the hours of 07.30 to 18.30 Monday to Friday and 08.00 to 13.00 hours on Saturday, and at no time during Sundays and Public/Bank holidays.

## Appeal Decision

Site visit made on 5 June 2017

by **C Jack BSc(Hons) MA MA(TP) MRTPI**

an Inspector appointed by the Secretary of State for Communities and Local Government

Decision date: 20<sup>th</sup> June 2017

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**Appeal Ref: APP/J1535/W/17/3170689**

**Fairlawn, Epping Road, Broadley Common, Essex EN9 2DH**

- The appeal is made under section 78 of the Town and Country Planning Act 1990 against a refusal to grant planning permission.
  - The appeal is made by Mr Malcolm Hubbard against the decision of Epping Forest District Council.
  - The application Ref EPF/2927/16, dated 4 November 2016, was refused by notice dated 5 January 2017.
  - The development proposed is the demolition of garages and erection of 1 x 3 bedroom (5P) dwelling within curtilage of existing building.
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### Decision

1. The appeal is dismissed.

### Preliminary Matters

2. The Council is of the view that the construction of a dwelling in this location would constitute limited infill in a continuous linear development of housing in the built up settlement of Broadley Common. Accordingly, it considers that the proposal would not be inappropriate development in the Green Belt and, as such, that the development is acceptable in principle. Paragraph 89 of the National Planning Policy Framework (the Framework) sets out that the construction of new buildings should be regarded as inappropriate in the Green Belt, unless it would constitute one of a number of specified exceptions, including limited infilling. Having considered the provisions of the Framework and the evidence before me, I see no significant reason to disagree with the Council's position in this regard.
3. The Supreme Court handed down judgement on the *Suffolk Coastal District Council v Hopkins Homes Ltd and SSLG, Richborough Estates Partnership LLP and SSLG v Cheshire East Borough Council* case on 10 May 2017. Having regard to the judgement, I do not consider that it has any direct implications for the cases of the parties in this appeal.

### Main Issues

4. The main issues are the effect of the proposed development on i) highway safety and ii) the character and appearance of the area, with particular regard to protected trees.

### Reasons

5. The appeal site consists of part of the garden of Fairlawn, a Grade II listed building. It is proposed to erect one detached house to the side of the host
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property, creating an infill property between Fairlawn and The Tudors. The existing detached garage building and sheds on the site would be removed. The new dwelling would be accessed from Epping Road using the existing vehicular access.

6. The new two-storey, three-bedroom house would have a drive and two parking spaces at the front, and a private garden area at the rear facilitated in part by the culverting of the existing stream. Two horse chestnut trees are situated at the rear of the site, on the far bank of the stream. The Council advises that these trees were made subject to Tree Preservation Order TPO/EPF/15/16 (TPO) due to their contribution to the local landscape.

#### *Highway safety*

7. The development would share the access to Fairlawn from Epping Road. It is proposed to enhance the visibility splays by realigning the hedges and fences to either side of the access. Epping Road is a main route between Harlow and Epping, which is identified in the Route Hierarchy Plan as a Secondary Distributor road in Essex County Council's Development Management Policies 2011, which the local highway authority (LHA) has adopted as supplementary guidance (SG).
8. The LHA identifies the principle purpose of a secondary distributor road as the carrying of traffic safely and efficiently between substantial rural populations and on through routes in built up areas. Saved Policy ST4 of the Epping Forest District Local Plan Alterations 2006 seeks to ensure that development will not be detrimental to highway safety, among other things. Policy DM3 of the SG seeks to protect the function of secondary distributor roads between defined settlement areas by, among other things, prohibiting the intensification of use of an existing access, except for developments of overriding public, environmental, national or regional need.
9. The site access is situated near the junction of Epping Road with Common Road. There are numerous examples of existing residential accesses onto Epping Road in the locality. During my site visit, on a Monday afternoon, I observed significant levels of traffic using Epping Road in both directions and a moderate number of interactions with Common Road. In the vicinity of the appeal site, Epping Road is subject to a 30mph speed restriction. However, a significant proportion of passing vehicles appeared to me to be travelling at speeds notably in excess of that legal limit.
10. Typical visibility requirements set out in Manual for Streets for a 30mph road require visibility of 2.4m x 43m in both directions. The Council is satisfied that on this basis adequate visibility to the north could be achieved. However, even with a reduced X distance of 2m, it has not been clearly demonstrated that Y axis visibility of 43m to the south could be achieved. The appellant considers that a further reduced X distance of 1.5m would be appropriate for a private access serving two dwellings and that this would allow for an achievable Y distance of approximately 50m to the south.
11. Given that I observed significant levels of traffic using Epping Road, and vehicle speeds often ostensibly in excess of 30mph, I am not persuaded that a reduced X distance of 1.5m is appropriate in this case. Manual for Streets advises that a reduced minimum figure of 2m may be considered in some very lightly-trafficked and slow-speed situations. However, and while I note that my visit

represents only a snapshot of road usage, it is clear to me that the criteria for a reduced X figure generally do not apply here. Furthermore, a significantly reduced figure of 1.5m would mean that the front of a vehicle leaving the site would be likely to protrude into the carriageway, with further potential safety implications as drivers and cyclists would be forced to manoeuvre around it.

12. No specific speed survey data has been provided to demonstrate that reduced visibility might be appropriate in this location based on the speed of the road. On the basis of the evidence before me, and my site visit, I am therefore of the opinion that the intensification of the use of the access would be detrimental to highway safety. In forming this view, I have had regard to the scale and nature of the proposal for one dwelling, which would generate only modest daily traffic movements. Nonetheless, this does not diminish my concerns that the intensified use of the access, even with realigned hedges and fences to improve visibility, would be detrimental to highway safety.
13. In light of the above, I conclude that the proposal would be detrimental to highway safety. It would therefore conflict with saved Policy ST4 of the Epping Forest District Local Plan Alterations 2006, the relevant requirements of which are set out above. Policy ST4 is generally consistent with the aims of the Framework in this regard and therefore I afford it very substantial weight in this appeal. The proposal would also conflict with Paragraph 32 of the Framework, which among other things requires that safe and suitable access to the site can be achieved for all people.

*Protected trees*

14. There is disagreement between the parties including in relation to the historic management of the two horse chestnut trees and in relation to their ongoing contribution to the character and appearance of the locality including due to the presence or otherwise of bleeding canker, and the stage of progression of the disease. Both parties have provided evidence in from qualified arboriculture specialists with contrasting opinions on a number of points.
15. During my site visit I observed that the trees make a significant positive contribution to the visual amenity of the locality, as recognised by their recent inclusion in the TPO, albeit they are largely obscured by existing buildings and other trees in longer public views along Epping Road. While the overall height and spread of the trees may have been limited by management activities, including forms of pollarding at uncertain times and frequencies, they nonetheless currently make a significant positive contribution to the character and appearance of the Nazeing and South Roydon Conservation Area (NSRCA), within which the site lies, and to the setting of the listed building.
16. I saw some limited areas of leaf browning on specimen T2, which was visible from the road and may or may not be related to bleeding canker. No such browning was immediately apparent on T1 at the time of my visit. Whether or not one or both trees has bleeding canker, my overall impression was of two trees currently in reasonable health and not displaying any significant overt signs of stress, disease, or other indications that the necessary removal of either specimen would be particularly likely to be imminent.
17. The private garden area for the new house would be principally a modest provision at the rear. This area would be significantly dominated by the presence and proximity of the preserved trees, which would be situated

roughly to the east of the rear of the house. The rear elevation would be positioned outside but close to the canopy spread and therefore the existing trees would cause significant overshadowing for much of the day of both the garden and the large window forming the principle source of natural light to the main living / dining room. BS5837:2012 notes that the relationship of buildings to large trees can cause apprehension in this regard to occupiers, leading to pressure to remove the trees, and that buildings should be sited, among other things, having due consideration to the predicted height and canopy spread of the trees.

18. I accept that the construction of the development could be carried out without significant direct effects on the trees, as set out in the appellant's method statement. I also acknowledge that some shading can be desirable for residents and some people like trees close to buildings. However, I consider it likely that occupants of a family type house such as proposed would want a predominantly useable private garden area, free from excessive overshadowing and dominance from trees and the associated loss of daylight and sunlight, and free from excessive seasonal nuisance. The adverse effects on the garden area, coupled with the effects of overshadowing and restricted natural light to the main living space resulting from the proximity and orientation of the protected trees to the new house, would have a significant potential to adversely affect the living conditions of future occupants of the development. Consequently, this would be likely to give rise to pressure to reduce or fell one or both trees to allow for the future enjoyment and use of the property.
19. I note that the proposed house would be sited to allow the provision of off-street parking. I also note that it may be possible for the signs of bleeding canker to appear worse in some years than others, and that any limbs badly affected by disease would need to be removed which would be likely to have an adverse effect on the visual amenity value of the trees. In this vein, I also note that if the trees are subject to bleeding canker this would be likely to result in their decline and to have some limiting effect on their safe useful life expectancy.
20. Nonetheless, I am not persuaded that this is currently a significant concern, or that it has been demonstrated that it is likely to be the case for one or both trees in the near future, even if relatively early signs of disease are already present. Therefore, I am not satisfied that the possible signs of disease, or any other potential future concerns that might influence the life expectancy of the trees, weigh significantly in favour of a development that would be likely to lead to pressure to reduce or remove protected trees that currently have significant amenity value, including in relation to the character and appearance of the NSRCA and the setting of the adjacent listed building.
21. I therefore conclude that the proposed development would be significantly likely to result in pressure to reduce or remove the protected trees. It would therefore be detrimental to the character and appearance of the area, with particular regard to protected trees, in conflict with saved Policy LL10 of the Epping Forest District Adopted Local Plan 1998, which among other things seeks to ensure that adequate provision is made for the retention of trees, including in relation to the future enjoyment or use of the site by owners and occupiers. Policy LL10 significantly pre-dates the Framework but it is generally consistent with the aims of the Framework in this regard and therefore I afford it substantial weight in this appeal.



22. In light of my reasoning above, I further conclude that the proposed development would potentially fail to preserve the character and appearance of the NSRCA and the setting of the listed building, contrary to the expectations of the Framework. However, I would quantify the extent of this harm as being less than substantial when considered in the context of Paragraphs 133 and 134 of the Framework. Such harm needs to be balanced against any public benefits of the development, and I return to this below.

### **Other Matters**

23. The Council advises that it cannot currently demonstrate five years' worth of supply of specific deliverable sites for housing. This calls into question whether development plan policies for the supply of housing are out-of-date in the context of Paragraph 49 of the Framework. Notwithstanding my conclusions on the main issues above, I have had regard to Paragraph 14 of the Framework and Footnote 9 therewith. In this context my decision would not be altered, even if relevant policies are out-of-date, because of the harms I have identified above. For the reasons set out above, the modest social and economic benefits that would arise from the provision of one dwelling, and the environmental benefits of replacing the existing garage which is of no particular merit in the street scene with a building of vernacular design, would be significantly and demonstrably outweighed by the harms that the development would cause, including in relation to the setting of the listed building and the NSRCA, which are designated heritage assets.

24. I note the County Council's scheduled casualty reduction scheme for the Epping Road/Common Road junction. However, this does not diminish my concerns above in relation to the intensification of the use of the existing access to Fairlawn and the lack of demonstrated suitable visibility there.

### **Conclusion**

25. The proposal would not be inappropriate development in the Green Belt. However, it would result significant harm to highway safety and potential significant harm to the character and appearance of the area by way of pressure to reduce or remove the protected trees. Therefore, for the reasons given above, and having regard to all matters raised, I conclude that the appeal should be dismissed.

*Catherine Jack*

INSPECTOR

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