

## Scrutiny Panel Agenda



### **Governance Select Committee Tuesday, 7th July, 2015**

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

**Committee Room 1, Civic Offices, High Street, Epping  
on Tuesday, 7th July, 2015  
at 7.30 pm .**

**Glen Chipp  
Chief Executive**

**Democratic Services Officer** M Jenkins [mjenkins@eppingforestdc.gov.uk](mailto:mjenkins@eppingforestdc.gov.uk) (01992 56 4607)

#### **Members:**

Councillors T Church (Chairman), Y Knight (Vice-Chairman), D Dorrell, L Hughes, S Jones, H Kauffman, M McEwen, B Sandler, S Watson, J M Whitehouse and D Wixley

**SUBSTITUTE NOMINATION DEADLINE:**

**18:30**

**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. DECLARATION OF INTERESTS**

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

In considering whether to declare a pecuniary or non-pecuniary interest under the Code of Conduct, Overview and Scrutiny members are asked to pay particular attention to paragraph 11 of the Code in addition to the more familiar requirements.

This requires the declaration of a pecuniary or 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 11 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.

**4. TERMS OF REFERENCE/WORK PROGRAMME (Pages 3 - 6)**

(Chairman/Lead Officer) Attached is the draft proposed Terms of reference and Work Programme for the Select Committee. The Select Committee will receive a brief presentation from the Lead Officer for the Select Committee on identifying the relevant priorities and work areas for 2015/16. These drafts will be recommended to the Overview and Scrutiny Committee for approval.

**5. REVIEW OF ELECTIONS 2015 - LESSONS LEARNT (Pages 7 - 12)**

(Returning Officer) To consider the attached report.

**6. CONSULTATION REGISTER 2014/15 AND 2015/16 (Pages 13 - 20)**

(Director of Governance) To consider the attached report.

**7. KEY PERFORMANCE INDICATORS 2014/15 - QUARTER 4 (OUTTURN) PERFORMANCE (Pages 21 - 32)**

(Director of Governance) To consider the attached report and appendix.

**8. EQUALITY OBJECTIVES 2012-2016 - QUARTER 4 PROGRESS 2014/15 (Pages 33 - 44)**

(Director of Governance) To consider the attached report and appendix.

**9. FUTURE MEETINGS**

The next scheduled meeting of the Select Committee will be held on Tuesday 6 October 2015 at 7.30p.m. in Committee Room 1 and thereafter on the following dates:

- (a) Tuesday 1 December;
- (b) Tuesday 2 February 2016; and
- (c) Tuesday 5 April

## SELECT COMMITTEES

### TERMS OF REFERENCE 2015/16

**Title:** Governance Select Committee

**Status:** Select Committee

1. To undertake the overview and scrutiny, utilising appropriate methods and techniques, of services and functions of the Governance Directorate, excluding those matters within remit of the Audit and Governance Committee, the Standards Committee or the Constitution Working Group;
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;
4. 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;
5. To establish working groups as necessary to undertake any activity within these terms of reference;
6. Where requested by the Overview and Scrutiny Committee, to examine and review call-in requests and the implementation of executive decisions;
7. More service specific proposals to be determined by the relevant lead officer.
8. 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;
9. 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;

#### **Performance Management**

10. 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;
11. To review relevant Key Performance Indicator (KPI) outturn results for the previous

year, at the commencement of each municipal year;

12. To identify on an annual basis, subject to the concurrence of the Finance and Performance Management Cabinet Committee:
  - (a) a basket of KPIs important to the improvement of the relevant to the service areas for which the Panel has scrutiny responsibility Council's services and the achievement of its key objectives,; and
  - (b) the performance targets for those KPIs for each year;
13. To review performance against the KPIs on a quarterly basis throughout each year, and to make recommendations for corrective action in relation to areas of slippage or under performance.

#### **Equality**

14. To review six monthly progress towards the achievement of the Council's equality objectives for 2012/13 to 2015/16, and progress in relation to other equality issues and initiatives.

#### **Public Consultation and Engagement**

15. To develop arrangements as required, for the Council to directly engage local communities in shaping the future direction of its services, to ensure that they are responsive to local need;
16. To annually review details of the consultation and engagement exercises undertaken by the Council over the previous year;

**Chairman: Councillor T Church**

## Governance Select Committee (Chairman – Councillor T Church)

### Work Programme 2015/16

Item	Report Deadline/Priority	Progress/Comments	Programme of Meetings
(1) Review of the Elections 7 May 2015	7 July 2015	Review of the processes for the General, District Council and Parish Council elections.	7 July 2015; 6 October 2015; 1 December 2015; 2 February 2016; and 5 April 2016
(2) Review of Public Consultations	7 July 2015		
(3) Key Performance Indicators 2014/15 – Outturn	Outturn KPI performance (Governance indicators only) considered at first meeting in each municipal year;	Outturn KPI performance report for 2014/15 to be considered at meeting on 7 July 2015.	
(4) Key Performance Indicators 2015/16 – Quarterly Performance Monitoring	Quarterly KPI performance (Governance indicators only) considered on a quarterly basis;	Quarterly KPI performance reports for 2015/16 to be considered at meetings on: 6 October 2015 (Q1) 1 December 2015 (Q2) 5 April 2016 (Q3)	
(5) Proposed Governance Key Performance Indicators 2016/17	Draft indicator set considered alongside review of third quarter KPI performance for 2015/16;.	Proposed Governance KPIs for 2015/16 to be considered at meeting on 5 April 2016.	
(6) Probity in Planning	6 October 2015		
(7) Equality Objectives 2012-2016 – 6 monthly reporting	7 July 2015	Review 6 monthly performance: 7 July 2015 1 December 2015	
(8) Proposed Equality Objectives 2016-2020	2 February 2016	Proposed Equality Objectives 2016-2020 to be considered at meeting 2 February 2016	

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## **Report to the Governance Select Committee**

**Date of meeting: 7 July 2015**

**Subject:** Parliamentary and Local Elections 2015 – Lessons Learnt Report



### **Officer Contact for further Information:**

Glen Chipp (Returning Officer) (01992 564080)  
Simon Hill (01992 56 4249)  
Wendy MacLeod (01992 56 4023)

### **Democratic Services Officer:**

Mark Jenkins (01992 56 4607)

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### **Recommendations:**

- (1) To consider a review of the elections held on 7 May 2015; and
- (2) To recommend to the Returning Officer any changes to procedure for future elections

### **Introduction**

#### **Summary**

1. This report discusses the planning processes and implementation of the elections held on 7 May 2015:
  - (a) The election of a Member of Parliament for the Epping Forest Constituency;
  - (b) 18 District Council wards (returning one councillor for each with one non contested);
  - (c) 10 Parish Council elections with 6 contested wards..
2. The report outlines that, in the opinion of the Returning Officer, processes were generally followed effectively. The report looks at one problem in Epping which is reported in more detail below. The Elections have been reviewed by the Elections Planning Group and issues identified have been included within this report.

#### **Commentary**

3. The date of the General Election had been known for five years due to the fixed term parliament act. It follows the first year when this Council has been required to implement Individual Electoral Registration (IER) and publish a register based upon a set of transitional arrangements. Combinations of local polls with national ones has the effect of increasing turnout requiring a different set of processes and arrangements to those normally employed.
4. Work was undertaken to encourage further registration for the general election by the deadline. The authority had chosen to pay for a second confirmation letter in January 2015 setting out those registered in each property. This was encouraged by the Cabinet Office but only part funded. The additional confirmation letter had the effect of prompting some 5,000 changes to the IER register published in 2014. In addition the Council joined with the national campaign for the registration deadline which publicised the opportunity of registering online.

Experience of this publicity was that people that were already registered, did so again causing officers in Elections to undertake unnecessary deletions of duplicate registration at a time when planning and implementation of the election was in full flow. The Electoral Commission will, in due course, publish their report on the conduct of the national elections.

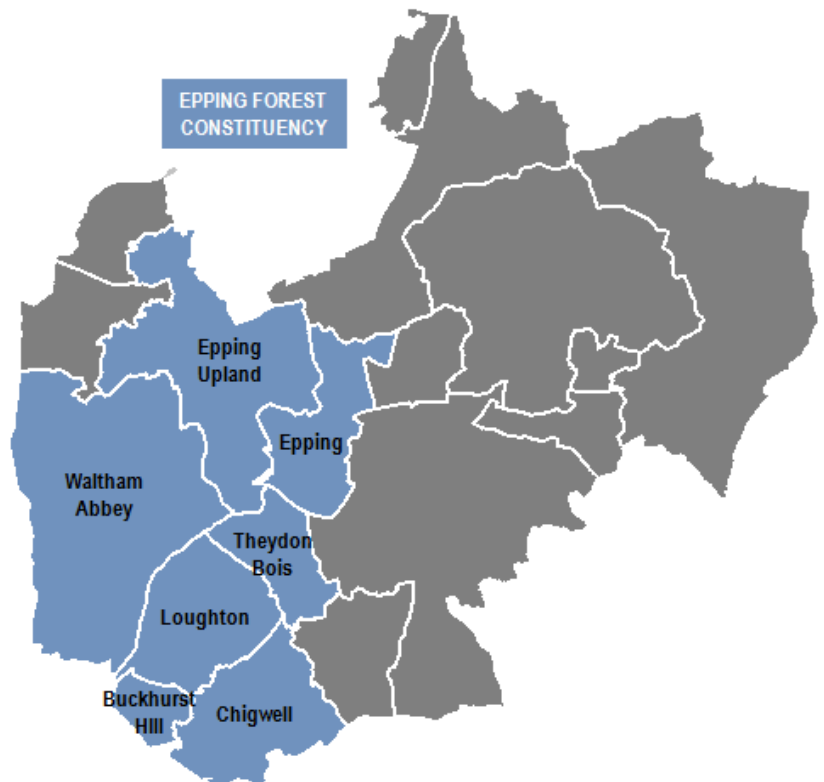
5. The Council also published online an interactive map so that electors could find their relevant polling station. Officers will look at how this can be publicised more effectively next year. Although there was no increase in the percentage turnout as compared to 2010, some 2,800 more people voted this year (49,348). It is likely that the scheduled 2020 general election will be based on fewer constituencies if a review by the government is completed in time.

## Electoral Arrangements

6. The Returning Officer and a team of officers met regularly since December 2014 in order to plan effectively for the Election and to ensure that the processes were undertaken at the appropriate times.

A Project Plan and a Risk Register for the combined elections were prepared, reviewed and updated on a regular basis.

At each General Election the (Acting) Returning Officer (ARO) at Epping Forest is responsible for the conduct of the Parliamentary seat of Epping Forest. Elements of the local elections for the Epping Forest District were therefore undertaken by colleagues at Harlow and Brentwood the map shows the extent of the Constituency.



7. Wards to the north form part of the Harlow constituency and those to the east, Brentwood and Ongar.

## Planning and Preparation Issues

### Staffing

8. The levels of staffing for polling stations, verification and counts were adequate. Assumptions made about the level of staff required for the issue and opening of postal votes proved correct as these procedures were all completed in good time. Directors were helpful in making officers available for all of the processes. Staff attended effective training sessions for each stage of the process in accordance with the project plan.

### Ballot Paper Printing

9. The proofs of all District Council and Parish Council ballot papers were scrutinised carefully and all ballot papers were printed in the correct format. All of the local election papers were printed by the Council's Reprographics Section which again provided an excellent service



bearing in mind the tight timescale for printing. This year the staff worked over one weekend immediately following close of nominations thus ensuring that all ballot papers were available for checking and postal despatch and the election itself. A manual check was made of each printed ballot paper prior to election day to ensure that books were printed correctly and that all papers included the official mark. No errors were detected and there were no reports from polling stations of printing errors on the papers which suggests that the checks made before polling day were accurate. Changes are to be made to the covers printed for the ballot papers in future, to make clear the election, ward and numbering.

10. Nationally there was an issue with a late change made to the logo of the Green Party. The Electoral Commission had agreed the change of logo and had not transmitted this information effectively to Returning Officers. The ARO took the decision not to reprint ballot papers and informed the agent of its view, given that there was no confusion created for voters. Elections staff will, for subsequent elections double check correct logos on the Electoral Commission website prior to printing.
11. Due to the number of ballot papers required for the Parliamentary election (75,000) it was necessary to engage an external printer. Only one printing error was discovered in this set and immediately reprinted by the supplier.
12. The split between internal printing for local elections and external for national ones worked well and it is recommended that this practice be followed for 2016 when 100,000 PCC ballots will be required.

### **Postal Votes**

13. In the run up to the election both Harlow and Brentwood Council's informed us that they would not issue Postal Voting Packs for District and Parish elections falling in their Parliamentary areas. This meant that postal voters in those areas received postal packs from two different issuing authorities at different times. Experience has been that voters have been able to deal with having two sets of papers and Epping Forest did not receive parliamentary ballots for the other authorities. Epping Forest did get complaints that postal packs from Brentwood, that had been applied for after an early cut-off date for printing, had not arrived until shortly before the election. Additionally requests for 'late cut' information caused some administrative issues.
14. The issue of postal votes for Epping Forest went smoothly. Nearly 10,000 postal voting packs for sent out, the most ever. Previous problems regarding the scanning software and the scanners themselves were not repeated. There was no evidence of any postal vote fraud although 150 postal votes were rejected for various reasons. Postal votes are rejected because of mismatched signature or date of birth or both. This year anecdotal evidence was that in relation to those rejected quite a few were rejected for not putting their year of birth on the Postal Voting Statement.
15. Regulations made under the Electoral Registration and Administration Act 2013 now require the Electoral Registration Officer to inform electors, after a poll, that their postal vote identifiers have been rejected (unless fraud is suspected). This should help electors who submit their postal ballot packs in good faith to avoid their vote being rejected at future elections.

### **Election Day issues**

16. All polling stations opened on time with no access issues. This year four polling stations were changed due to unavailability of previous locations:
  - (1) Lincoln Hall – moved to the Baptist Church opposite the previous polling station
  - (2) Faversham Hall, Chigwell Row – a new station at All Saints Church, Chigwell Row was used.

(3) King Harold School, Waltham Abbey – the station was moved to Ninefields Community Centre

(4) Gilwell Hill Community Centre, Sewardstone Road – moved to White House, Gilwell Park

No issues were raised in connection with these stations. For future years, officers are keeping under review the future use of Ninefield Community Centre which has been taken back into the control of Waltham Abbey Town Council.

17. In Epping, where there were both District and Town Council elections, it was discovered at poll opening that Town Council ballot papers had been issued to transposed stations in the Hemnall and St Johns wards. Immediate action was taken to suspend the issuing of these ballots and corrected papers were taken to the polling stations.
18. Those ballots issued incorrectly were subsequently rejected at the count and are shown as being rejected on the results sheets published. This situation was due to human error. In reviewing the election the following revised processes have been agreed:
  - (1) All ballot paper books to have labels on their front covers saying which ward and election they are for.
  - (2) All ballot papers issuing to be systematically double checked against issue lists for boxes generated by the computer system.
  - (3) All presiding officers to be required to double check their allocations against expected and reminded of the need to double check their ballot papers on collection.
19. This year the ARO had taken the decision to continue with local conventions relating to tellers and issued instructions via presiding officers to ensure consistent practice across the stations. In addition 'meet and greet' staff were also used at busier stations. These arrangements worked well with only minor issues. The ARO also took a view that a vehicle marked with a candidate's posters should not be parked within Polling Station curtilages.
20. As part of the national election the government opted to fund Post Office sorting centre sweeps on the evening of the poll. As in previous years when this has been adopted, only a handful of packs were delivered (6) through this process. 25 packs were delivered in the normal post on the Friday. At a cost of approximately £600 this does not, on the face of it, constitute a good use of public funds.
21. The polling day otherwise passed without incident and new procedures planned for queues at close of poll were not required to be invoked.

### **Verification and Counts**

22. Verification and counting of parliamentary ballot papers took place at Debden Park High School. A larger hall was required for this election to enable a larger number of Count staff to be employed. Counting started as soon as the polling finished. Although it took some time to verify due to the need to sort and count District Council and the Parliamentary election papers the process went smoothly with only a minor delay in the final mix/add stage for which officers have identified the cause and amended the count plan for future elections that employ this end process. The final declaration of the Parliamentary seat was made at around 3.45 am.
23. The Council's Public Relations and Marketing Officer supported by the Website Officer ensured that appropriate publicity was made available at all stages with links to the Council's website. Social media was also used to spread the message. There was significant media interest and the Council provided effective media facilities at the Count.

24. The District Council and the Parish Council elections counts were undertaken from 1.00 pm on Friday 8 May 2015. These counts were a mix of traditional counts and those using block voting and grass skirt counting methods and were completed very quickly.
25. In view of the limited car parking available at the Theydon Bois Village Hall arrangements were made with the North Essex Parking Partnership to relax the enforcement of parking restrictions on single yellow lines in the vicinity of the Hall. All of those expected to attend were reminded of the need to display the notice provided on the dashboard of their vehicle.
26. Members had previously asked for refreshments to be made available at the Count. These were well received by those attending.
27. For future elections the Returning Officer has requested officers to look at replacing some manual processes by the Accountancy Officers and to seek to address how those attending the Count can be better informed at the verification stage, which box from which ward is being counted on which table. These will form part of the planning processes for next year.

### **Police Liaison**

28. Discussions were held with Essex Police prior the election. The Polling Stations received visits during the day. There were no instances requiring immediate Police presence outside of the regular visits. There was also Police support provided at the Count Centres on both Thursday evening/Friday morning and at Theydon Bois on Friday afternoon. Police visits during polling day were well received by Polling Station staff. The Returning Officer would like to publicly thank Sergeant Ant Alcock from the Epping Forest and Brentwood Local Policing Hub and his officers working on both days for their help and assistance.

### **Complaints and Queries Received in the Elections Office**

29. There were few telephone calls made to the Elections Office on 7 May:
  - (a) There were a few software issues which were sorted out with staff at the polling stations to enable electors who had registered to be able to vote on the day. These will be discussed with Xpress in due course.
  - (b) There was an issue with the Government website wording re postal votes for Overseas electors which had confusing wording so many didn't set up a postal vote because they had had one in the past (at some point, not necessarily as an overseas elector but if they had had a postal vote it said not to do anything more which wasn't really true!)
  - (c) The office received phone calls on election day where people had failed to update their registration in time.
  - (d) The office also received requests for emergency proxy votes many of which didn't fit the medical criteria (having a cold or feeling a bit sick isn't a good enough reason).

### **Post-Election Consultations/Comments**

30. Every Agent has been written to asking for comments in relation to the running of the Election. By the date of writing this report only the following comment has been received:

Derek Jacobs, Agent:

The only thing I would say as agent, would be regarding the Budworth Hall Chipping Ongar polling station. This was difficult for tellers as the gap between departing voters and tellers made number collection difficult. Years ago voters went in by the main door and tellers were

allowed inside. Of course I realise that voters have every right not to give numbers and I have always impressed this on tellers. Also going back to the original system at that station may not be practicable under current usage of the building.

Response:

Budworth Hall is a station where there is no inside area for tellers to sit. Use of the main entrance would mean difficult access for those with a disability. There have otherwise been no comments in relation to the use of this station which has been used for many years and is known by the electorate.

31. The Candidates evening was held on 16 April and was better attended than last year. We feel that candidates from all parties should be encouraged to attend this session as it provides essential information about the running of the election. There has been anecdotal evidence that some agents have not passed on the candidates pack sent with every nomination form to their candidates/
32. Sufficient resources were allocated to the elections by both the Government and the Council. Our Government claim has already been submitted and invoices for the recharges to Councils have been sent. We are awaiting the conclusion of neighbouring authorities account before we finalise our District accounts.

#### **Future Elections/Canvass**

33. In May 2016 there will be the Police and Crime Commissioner (PCC) Election, elections for a third of the District Council seats and parish council elections in approximately half of the parish/town councils. It will not now be the date of the EU Referendum (unless provisions being discussed change again). The timing of the PCC election count will be determined by the Police Area Returning Officer (PARO) but it is thought that we will be given the discretion to hold it on the Friday 6 May 2016.
34. The Canvass for 2015 poses a significant challenge to deliver a level of accuracy and registration similar to this year. The Governments review of constituencies will be based on the published register figures for this year. Additionally we are aware that going forward we have a number of local planning referendums, an EU referendum and a combined election in 2016.

#### **Lessons Learned**

35. Save the error in the issuing of ballots to the Epping stations, there were no key issues arising at the May 2015 elections. Generally all practices were completed successfully. Members of the Committee are asked to provide feedback to the Returning Officer for future elections.

## **Report to Governance Select Committee**

**Date of meeting:** 7 July 2015

**Subject:** Consultation Register 2014/15 and 2015/16

**Officer contact for further information:** Valerie Loftis (01992 56 4471)

**Committee Secretary:** Mark Jenkins (01992 56 4607)

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

That the Consultation Register for 2015/16 setting out those issues on which public consultation is to be undertaken during the municipal year and those consultation exercises completed during 2014/2015 be noted.

### **Public Consultation Register**

1. In order to meet the general duty and best practice, a list of consultation planned and carried out by the Council is published on the website and brought to the attention of the Governance Select Committee.
2. All consultation and engagement exercises undertaken by and on behalf of the Council are required to comply with the provisions of the Council's Public Consultation and Engagement Strategy.
3. As part of the Public Consultation and Engagement Strategy, a Consultation Register has been included in the Council's annual business planning process since 2006/07. It sets out the issues on which individual services will be consulting or engaging residents or customers during the year.
4. The Consultation Register incorporates the results of consultation exercises undertaken during the preceding 12 months. It summarises the purpose, the start and finish dates, the service area carrying out the surveys, where the results were published and some key findings.
5. The Consultation Register sets out the overall objective for consultation exercises yet to be undertaken, the methods to be used and groups consulted. This is in order to focus consultation and engagement on priorities and operational issues to be faced in the coming year.
6. In establishing this approach, it has been recognised that the need for some consultation exercises will arise subsequent to the publication of the Register. It should also be noted that regular ongoing satisfaction surveys such as housing report cards, or consultation carried out in relation to planning applications, will not be included

within the Consultation Register, nor any estate management consultation (eg, tree regeneration or facilities proposals in a specific estate). A list of planned consultation exercises is also published on the Council's website.

7. The Consultation Register for 2014/15 and items planned for consultation in 2015/16 is attached as Appendix 1 to this report.

### **Community Engagement and Involvement**

8. The Council carries out a wide range of community engagement and involvement activity. Eighteen surveys are listed at Appendix 1. A total of 72% statutory and 28% discretionary surveys were/are being carried out.
9. Amongst the larger surveys carried out by the Council in the last 12 months were the Car Parking Review and the Tenant Participation Survey. A further district-wide Community Safety Survey is being planned for the summer and autumn.
10. Neighbourhood Plans and the Local Plan are set to dominate much of the consultation agenda over the next 12 – 36 months. Five separate Local Area Neighbourhood Plans: Epping, Theydon Bois, Buckhurst Hill, Loughton and North Weald Bassett are currently at various points of progress. Consultation for the Local Plan Preferred Options is to be carried out in accordance with a new timetable agreed by Cabinet.
11. Seven surveys highlighted in the Consultation Register had an interactive/online element within the consultation.

### **Internal Consultation**

12. Human Resources will be carrying out further employee 'Pulse' consultation to compare and measure staff attitudes against previous survey results. Staff consultation will also ascertain preferred methods of staff engagement and how money budgeted for staff projects (accrued through the telecommunications masts located on the tower) might be spent.

### **Cost**

13. All consultation has a cost whether in officer time, postage or information materials. The majority of public consultation was carried out in-house and costs were kept low and within current budgets and account for postage, staff time and materials only.
14. A total cost of consultation within the current Register is £97,200. Of this, the most significant item of planned consultation expenditure is the Local Plan. The Local Development Scheme agreed by Cabinet on 11 June set out the proposed timetable for the next round of consultation on the Local Plan. The Preferred Options consultation due to commence in July 2016, is budgeted for £90,000. This figure is an

estimate based on previous consultation exercises, and includes printing costs for consultation documents, hiring exhibition venues etc. This amount is included within the budget update provided to Members (also on 11 June).

### **Appreciative Enquiry**

15. Research into new public and staff engagement and consultation techniques is being undertaken. It aims to:

- enhance current response rates,
- achieve a healthy, motivated high-performing workforce,
- use innovative ways of working that connect people to what they need wherever they are.

A replacement staff guide to consultation called 'Influencing Decisions' will be published on the Council's Intranet in the autumn which will give current information and thinking on the best practices and procedures for effective engagement and introduce the Epping Forest District Council Code of Practice on Consultation.

**Budget provision/Personnel/Land:** £97,200

**Community Plan/BVPP reference:** MT05 - Medium Term Aims 2011 to 2015

**Relevant statutory powers:** Consultation is governed by statute and remains under The General Duty of Best Value provided for under Section 3 of the Local Government Act 1999, as amended by s137 of the Local Government and Public Involvement in Health Act 2007.

**Background papers:** Public Consultation Policy and Strategy

**Environmental/Human Rights Act/Crime and Disorder Act Implications:** None

**Key Decision reference:** None

**Appendix 1**  
**Epping Forest District Council Public Consultation Register 2015 to 2016**

Planned - Registered	Subject Matter/Issues or Title	Start and Finish Dates (estimated)	Who is commissioning Survey	Overview/Objectives and How will the results be used?	Method and Target Group/s/Cost	Decisions on the results and where can they be viewed?
P0514/DO	Car Parking Review Survey 2014	30 May to 31 July 2014	Director of Neighbourhoods	The Council looked at a number of principles, including the provision and availability of short stay parking for up to five hours, the tariff structure, different tariffs for different locations, the continuation of limited free parking on Saturdays within each town centre. The Councils existing Parking Strategy was adopted by Cabinet in November 2004.	The survey was available online at <a href="http://www.eppingforestdc.gov.uk">www.eppingforestdc.gov.uk</a> . We encouraged residents, Businesses, Local Town Partnerships and users of car parks. We used Alpha Parking for car parks interviews. Cost £6,000.	Statutory - Portfolio Holder Advisory Group on the Car Parking Strategy 2 <sup>nd</sup> April 2015 <a href="http://haako/documents/s61678/C-065%20Car%20Park%20Strategy%20Revised%20Tariff%20Rpt.pdf">http://haako/documents/s61678/C-065%20Car%20Park%20Strategy%20Revised%20Tariff%20Rpt.pdf</a>  Decision was made by Cabinet on 2 February 2015
P0514/CB	Theydon Bois Neighbourhood Plan Area consultation	27 May to 8 July 2014	Director of Neighbourhoods	Theydon Bois Parish Council submitted an application to carry out a Neighbourhood Plan. Following receipt of the application the District Council must consult on the proposed area to be covered by the Plan, in this case the entire Parish of Theydon Bois.	All members of the public in Theydon Bois Parish and neighbouring parishes. Also developers who may wish to promote sites for development through the Neighbourhood Plan. Comments by email to <a href="mailto:ldfconsult@eppingforestdc.gov.uk">ldfconsult@eppingforestdc.gov.uk</a> or by post to Planning Policy,	Statutory - The Theydon Bois Neighbourhood Plan area application has now been approved as a Neighbourhood Plan area.
0614/JD	Values and Behaviours PDR Consultation 2014	23 May to 13 June 2014	Management Board	Management Board reviewed the results of the Values and Behaviours Personal Development Reviews and monitored how they impact on staff. Feedback from staff is important and will be taken into account to amend or modify the scheme if necessary or implement further changes.	A link to an email was sent to all relevant staff in grades 8 and above. Cost, officer time.	Discretionary - Management Board decided to take forward a version of the PDR (Appraisal) process that included Values and Behaviours comments and examples, plus any areas for staff improvement/ development. However the scoring element was removed. Decision can be viewed on the Management Board minutes of 20/8/14.
0614/PM	Customer and Members Consultation 2014	28 June to 17 August 2014	Director of Neighbourhoods	Cabinet requested that Members and Customers were asked their views on accessing Council services over the Christmas/New Year period.	An online link to the surveys in The Forester and on the website and distributed via email and hard copy questionnaires. Cost, officer time	Discretionary – A report was submitted to the Joint Consultative Committee, 23 October 2014. The JCC recommended to the Cabinet the continuation of the current Christmas/New Year arrangement for the next three years (from 2015/16).



**Appendix 1**  
**Epping Forest District Council Public Consultation Register 2015 to 2016**

Planned - Registered	Subject Matter/Issues or Title	Start and Finish Dates (estimated)	Who is commissioning Survey	Overview/Objectives and How will the results be used?	Method and Target Group/s/Cost	Decisions on the results and where can they be viewed?
0914/PG	Crime and Disorder Public Perception Survey	14 July to 15 August 2014	Director of Neighbourhoods	The Survey forms part of the CSP Strategic Assessment which lists our priorities for the forthcoming year. Coupled with this we developed a Partnership Plan to address those priorities identified in the Strategic Assessment. We tried to identify any concerns around the efficiency of public services.	We engaged the public from all areas using an online questionnaire or a paper based version for those unable to obtain web access. We engaged Neighbourhood Watch, email families, Town and Parish Councils, community groups, youth groups etc. Cost £300.	Statutory - This was then ratified by Safer, Cleaner, Greener Overview and Scrutiny and also the CSP Strategy Panel. Working as lead agency of the Community Safety Partnership we consulted the local community to identify perceptions of crime and disorder in the Epping Forest District.
NR0814/	Local Council Tax Support Scheme for 2015/2016	Aug 2014	Director of Resources	We needed residents views on our Local Council Tax Support scheme – a scheme designed to help people in financial need to pay their Council Tax.	The consultation was available to all on the Council's website or by email or a hard copy request.	Statutory - We have not changed our scheme for 2015/16, so it remains the same as it was for the financial year 2014/15. We will however have to decide each year whether the scheme needs to be changed so there may be changes in future years.
R0814/SZ	Epping Neighbourhood Plan Area Consultation	Aug 2014	Director of Neighbourhoods	Epping Town Council identified the area to be covered by the plan as the whole parish. The Council must publicise this proposed area for a period of six weeks so that people can comment on it.	A copy of the application, along with further information on neighbourhood planning was published on the Council's website. Cost, officer time	Statutory – We have now designated Epping as a Neighbourhood Plan area.
R0914/SZ	Buckhurst Hill Parish Council Area Plan	Sep 2014	Director of Neighbourhoods	Buckhurst Hill Parish Council identified the area to be covered by the plan as the whole parish. The Council must publicise this proposed area for a period of six weeks so that people can comment on it.	A copy of the application, along with further information on neighbourhood planning was published on the Council's website. Cost, officer time	Statutory – We have now designated Buckhurst Hill as a Neighbourhood Plan area.
R0914/SZ	North Weald Bassett Parish Area Plan	Sep 2014	Director of Neighbourhoods	North Weald Bassett Parish Council identified the area to be covered by the plan as the whole parish. The Council must publicise this proposed area for a period of six weeks so that people can comment on it.	A copy of the application, along with further information on neighbourhood planning was published on the Council's website. Cost, officer time.	Statutory - Initial report to Cabinet prepared for 9 March meeting was deferred following meeting held with NWB Parish Councillors who requested more time to consider recommending agreement to the application subject to the exclusion of an area to the West of the M11. Cabinet decision to exclude area from Plan 11 June.

**Appendix 1**  
**Epping Forest District Council Public Consultation Register 2015 to 2016**

Planned - Registered	Subject Matter/Issues or Title	Start and Finish Dates (estimated)	Who is commissioning Survey	Overview/Objectives and How will the results be used?	Method and Target Group/s/Cost	Decisions on the results and where can they be viewed?
R0914/GN	Overview and Scrutiny Structure	Sep 2014	Director of Governance	The proposed restructuring of the Overview and Scrutiny Panels from five to four, to closely align to the Directorate structure of the Council.	Councillors and Senior Officers of the Council. Cost, officer time.	Statutory – The Overview and Scrutiny Committee agreed the restructure change <a href="http://rds.eppingforestdc.gov.uk/mgAi.aspx?ID=49306">http://rds.eppingforestdc.gov.uk/mgAi.aspx?ID=49306</a>
R1014/DB	Epping Forest Youth Conference 2014	14 Oct 2014	Director of Communities	The Youth Conference targeted the 11 to 17 age group. The purpose was to raise awareness of Local Democracy Week 2014.	The Conference was attended by 90 pupils from the district including the home educated group. Cost £500	Discretionary - The consultation identified 3 key issues facing young people, bullying, alcohol misuse and stress. They launched a bullying awareness campaign in secondary schools during National Bullying Awareness Week and other initiatives to promote #URNotALone.
R1214/CB	Local Plan Preferred Options consultation	2015/2016	Director of Neighbourhoods	The Local Plan sets out the growth strategy for the District over the next 20 years. An initial consultation held in 2012 identified possible options for development. The Preferred Options is the next stage and will set out the sites and policies that the Council think are most appropriate taking into account previous consultation responses and the evidence base.	All residents consulting on Housing, employment, leisure, open space, environment, Green Belt, town centres. Cost est. £90,000.	Statutory – The Local Development Scheme was agreed by Cabinet on 11 June, which set out our proposed timetable for the next rounds of consultation on the Local Plan. The Preferred Options consultation is now due to commence in July 2016
R1214/RJ	Tenant Participation Survey	Dec 2014 to Jan 2015	Director of Communities	Part of a review of Tenant Participation being carried out by Epping Forest District Council's Tenant Scrutiny Panel	Email link to an online survey to tenants and leaseholders. Cost £50.	Discretionary - New tenant participants were included in our participatory groups.
R0215/SD	Gypsy Roma and Traveller Site Licencing Survey	Feb 2015	Director of Communities	Authorised Gypsy Roma and Traveller sites require a site licence in the same way as other permanent residential sites on the district. The existing site licence conditions on many sites are outdated and we are introducing new standard conditions.	A letter to the GRT community via individual liaison representative. Cost Officer time and materials	Statutory - The proposed site licence conditions were presented to the Council's Cabinet on 11 June 2015, adopting the site licence conditions as the standard conditions for holiday caravan and camping sites in the district.
R0215/SZ	Loughton Town Council Neighbourhood Plan Area Consultation	Feb 2015 to Mar 2015	Director of Neighbourhoods	Loughton Town Council has identified the area to be covered by the plan as the whole parish.	The Communities of Loughton Town Parish, local residents, businesses and interest groups. Cost Officer time	Statutory – The Council has designated Loughton as a Neighbourhood Plan Area.

**Appendix 1**  
**Epping Forest District Council Public Consultation Register 2015 to 2016**

Planned - Registered	Subject Matter/Issues or Title	Start and Finish Dates (estimated)	Who is commissioning Survey	Overview/Objectives and How will the results be used?	Method and Target Group/s/Cost	Decisions on the results and where can they be viewed?
P0615/RW	Consultation on Homelessness Strategy 2015/16 to 2017/18	June 2015 to Aug 2015	Director of Communities	Homelessness Strategy is a Strategic document considering the Homeless service provided by the Council.	Statutory and relevant agencies and members of the public. Cost £50.	Statutory - Once consultation has taken place from July, comments will be considered before Council adopts document.
July 2015	Crime and Disorder Public Perception Survey	July to Sep 2015	Director of Communities	A public perception survey of crime and disorder issues in EFD as perceived by individual members of the public. The findings will go towards weighting and determining strategic priorities for the Community Safety Partnership to address during the year. This will then be analysed in the statutory annual Partnership Strategic Assessment and annual Partnership Plan developed around those issues of greatest concern.	General public, residents and businesses within Epping Forest District. Est. cost, £300.	Statutory - Cabinet Meeting 3 December 2015
July 2015	Employee Pulse Survey	July and Aug 2015	Management Board	As part of ongoing engagement with staff, to seek their views and to encourage participation.	All Council staff. Focus groups/workshops have been running for staff and there is to be another workshop at the Leadership Team meeting on 1 July and an adapted version at the JCC meeting on 13 July.	Discretionary – JCC Meeting 13 July

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**Report to: Governance Select Committee**

**Date of meeting: 7 July 2015**

**Portfolio:** Planning Policy (Councillor R. Bassett)

**Subject:** Key Performance Indicators 2014/15 - Quarter 4 (Outturn) Performance

**Officer contact for further information:** B. Copson (01992 564042)

**Democratic Services Officer:** A. Hendry (01992 564246)  
M. Jenkins (01992 564607)

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

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

### **Executive Summary:**

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

As part of the duty to secure continuous improvement, a range of Key Performance Indicators (KPI) relevant to the Council's services and key objectives, are adopted each year. Performance against the majority of KPIs is monitored on a quarterly basis, and has previously been a focus of inspection in external assessments and judgements of the overall progress of the authority.

### **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.

A number of KPIs are used as performance measures for the Council's key objectives for each year. It is important that relevant performance management processes are in place to review and monitor performance against the key objectives, to ensure their continued achievability and relevance, and to identify proposals for appropriate corrective action in areas of slippage or under performance.

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

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

## Report:

1. A range of thirty-six Key Performance Indicators (KPI) for 2014/15 was adopted by the Finance and Performance Management Cabinet Committee in March 2014. The KPIs are important to the improvement of the Council's services and the achievement of its key objectives, and comprise a combination of some former statutory indicators and locally determined performance measures. The aim of the KPIs is to direct improvement effort towards services and the national priorities and local challenges arising from the social, economic and environmental context of the district, that are the focus of the key objectives.
2. Progress in respect of each of the KPIs is reviewed by the relevant Portfolio Holder, Management Board, and overview and scrutiny at the conclusion of each quarter. In order to enhance the value of the on-going review of KPI performance throughout each year, no indicators are subject to scrutiny or performance reporting at year-end only.
3. Improvement plans are produced for all of the KPIs each year, setting out actions to be implemented in order to achieve target performance, and to reflect changes in service delivery. In view of the corporate importance attached to the KPIs, the improvement plans are agreed by Management Board and are also subject to ongoing review between the relevant service director and Portfolio Holder over the course of the year.
4. As part of the overview and scrutiny review undertaken in 2013/14, changes were made to arrangements for the quarterly review of KPI performance. From the 2014/15 municipal year, Select Committees (formerly Scrutiny Panels) became responsible for the review of quarterly performance against specific KPIs within their areas of responsibility. Therefore this report includes in detail only those indicators which fall within the areas of responsibility of the Governance Select Committee.

## Key Performance Indicators 2014/15 - Quarter 3 Performance

5. The overall position with regard to the achievement of target performance for **all** of the KPIs at the end of the year(31 March 2015) of the year, was as follows:
  - (a) 26 (72%) indicators achieved the cumulative end of year target;
  - (b) 10 (28%) indicators did not achieve the cumulative end of year target, although
  - (c) 1 (3%) of these KPIs performed within the agreed tolerance for the indicator.
6. Six (6) of the Key Performance Indicators for 2014/15 fall within the Governance Select Committee's areas of responsibility. The overall position with regard to the achievement of target performance at the end of the year for these six indicators, was as follows:
  - (a) 3 (50%) indicators achieved the cumulative end of year target, and
  - (b) 3 (50%) indicators did not achieve the cumulative end of year target, although
  - (c) 1 (17%) of these KPI's performed within the agreed tolerance for the indicator.
7. A headline end of year performance summary in respect of each of the KPIs for 2014/15 falling within the Governance Select Committee's areas of responsibility is attached as Appendix 1 to this agenda together with details of the specific twelve (12) month performance for each indicator.
8. The 'amber' performance status used in the KPI report identifies indicators that have missed the agreed target for the quarter, but where performance is within an agreed tolerance or range. The KPI tolerances were agreed by Management Board when targets for the KPIs were set in February 2014, or were subsequently determined by the appropriate service directors.

9. The Select Committee is requested to review outturn performance in relation to the KPIs for 2014/15 within its areas of responsibility.

**Resource Implications:**

Resource requirements for actions to achieve specific KPI performance for 2014/15 will have been identified by the responsible service director/chief officer and reflected in the budget for the year.

**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 KPI performance for 2014/15 will have been identified by the responsible service director/chief officer.

**Safer, Cleaner, 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, Greener initiative, or any crime and disorder issues within the district. Relevant implications arising from actions to achieve specific KPI performance for 2014/15 will have been identified by the responsible service director/chief officer.

**Consultation Undertaken:**

The performance information and targets set out in this report have been submitted by each appropriate service director and have been reviewed by Management Board. The individual KPI improvement plans for 2014/15 will be agreed by the Board.

**Background Papers:**

Fourth-quarter KPI submissions held by the Performance Improvement Unit. KPI calculations and supporting documentation held by respective service directorates

**Impact Assessments:**

***Risk Management***

























There are no risk management issues arising from the recommendations of this report. Relevant issues arising from actions to achieve specific KPI performance for 2014/15 will have been identified by the responsible service director/chief officer.

***Equality:***

There are no equality implications arising from the recommendations of this report. Relevant implications arising from actions to achieve specific KPI performance for 2014/15 will have been identified by the responsible service director/chief officer.

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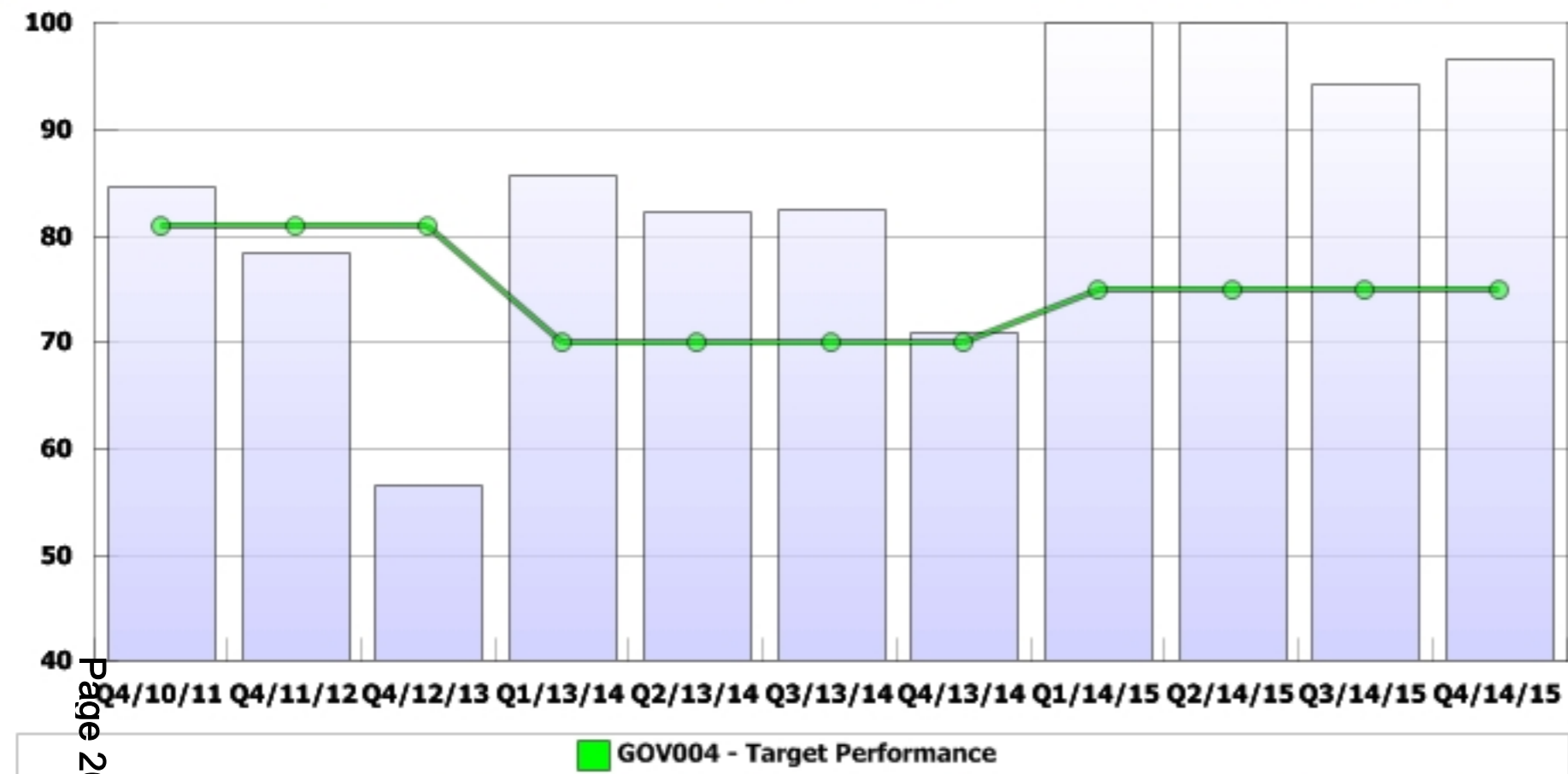


Quarterly Indicators		Quarter 1		Quarter 2		Quarter 3		Quarter 4		Is year-end target likely to be achieved?				
		Tgt	Actual	Tgt	Actual	Tgt	Actual	Tgt	Actual					
<b>Planning Services Scrutiny Panel</b>														
GOV004	(Major planning) (%)	75.00%	100.00%		75.00%	100.00%		75.00%	94.40%		75.00%	96.60%		Yes
GOV005	(Minor planning) (%)	90.00%	95.83%		90.00%	92.90%		90.00%	93.46%		90.00%	92.90%		Yes
GOV006	(Other planning) (%)	94.00%	95.90%		94.00%	95.62%		94.00%	94.78%		94.00%	94.69%		Yes
GOV007	(Appeals - officers) (%)	19.00%	18.20%		19.00%	22.22%		19.00%	20.59%		19.00%	21.28%		No
GOV008	(Appeals - members) (%)	50.00%	66.67%		50.00%	54.55%		50.00%	62.50%		50.00%	70.00%		No
NEI010	(Increase in homes) (no.)	68	70		187	111		209	181		230	229		No

**Additional Information:** This indicator ensures that local planning authorities determine major planning applications in a timely manner (within thirteen weeks).

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564472

Current and previous quarters performance



Quarter	Target	Actual
Q4/14/15	75.00%	96.60%
Q3/14/15	75.00%	94.40%
Q2/14/15	75.00%	100.00%
Q1/14/15	75.00%	100.00%
Q4/13/14	70.00%	70.97%



Annual 2014/15 - 75.00%  
 Target: 2013/14 - 70.00%

Indicator of good performance:  
 A higher percentage is good

↑ is the direction of improvement

Is it likely that the target will be met at the end of the year?

Yes

Comment on current performance (including context):

(Quarter 4) Major type applications represent only a small number of the overall number of planning applications received, but they are more complex and generally are reported to planning committees, so deadlines for decisions are tight. In total for the year, 28 out of 29 were decided in time which is a very good performance.

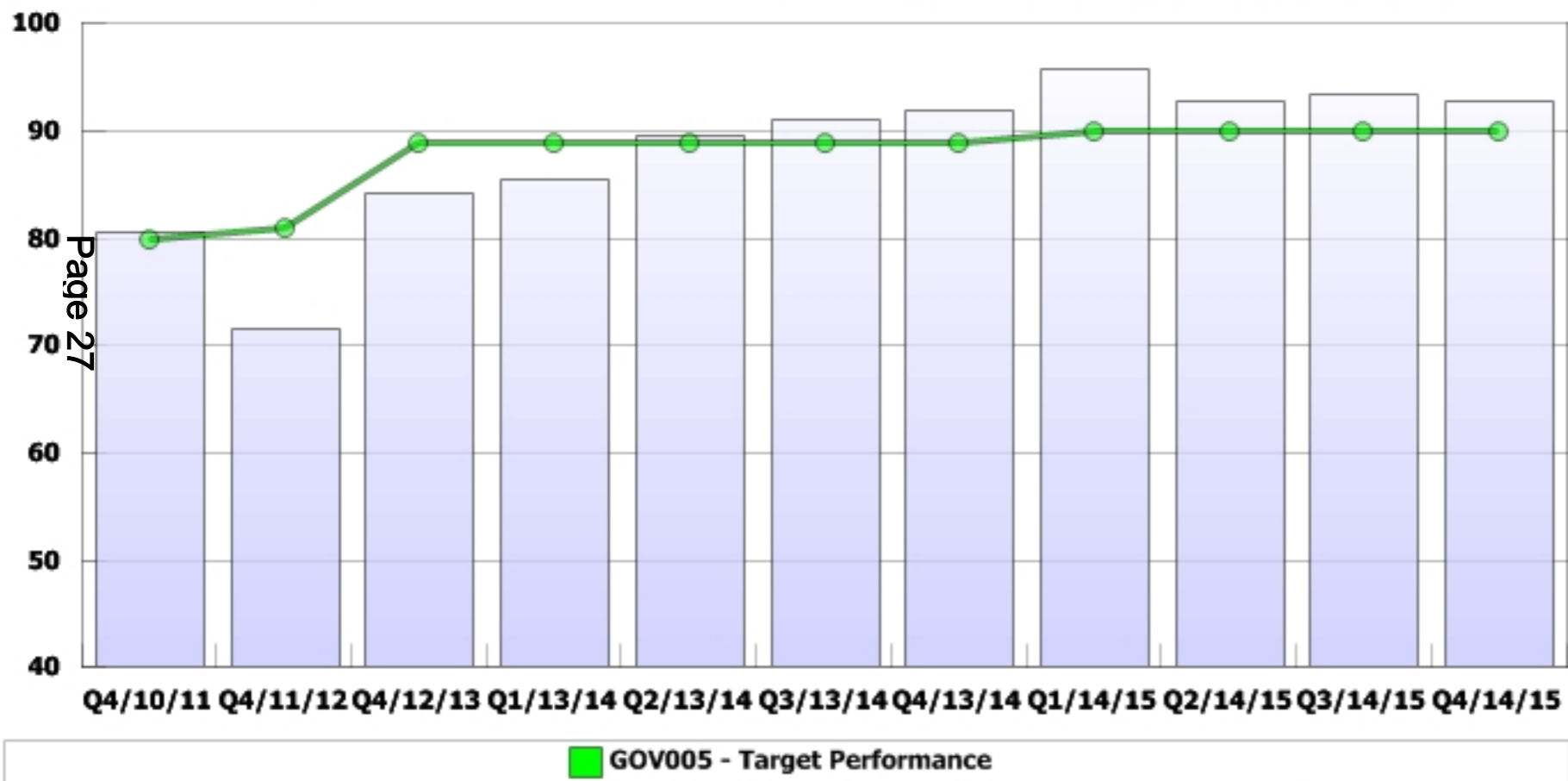
Corrective action proposed (if required):

**GOV005 What percentage of minor planning applications were processed within 8 weeks (Delegated decisions only from 2012/13)?**

**Additional Information: This indicator ensures that local planning authorities determine 'minor' planning applications in a timely manner (within eight weeks). With effect from Q1 2012/13 this indicator will measure performance on delegated decisions only. Historical performance figures will remain unchanged.**

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564472

**Current and previous quarters performance**



Quarter	Target	Actual
Q4/14/15	90.00%	92.90%
Q3/14/15	90.00%	93.46%
Q2/14/15	90.00%	92.90%
Q1/14/15	90.00%	95.83%
Q4/13/14	89.00%	91.97%

**Annual Target: 2014/15 - 90.00% (delegated)**  
**Target: 2013/14 - 89.00% (delegated)**  
**Indicator of good performance: A higher percentage is good**  
 ↑ is the direction of improvement

**Is it likely that the target will be met at the end of the year?**  
 Yes



**Comment on current performance (including context):**

(Quarter 4) This covers planning applications that include 1 to 9 dwellings/ pitches per application as well as offices, light industry, general industry, storage, warehousing or retail floorspace under 10,000sq m or 1 hectare and other minor developments. Only 24 out of an annual total of 338 delegated application decisions in this category were outside the target time., which is a good performance. The target was achieved.

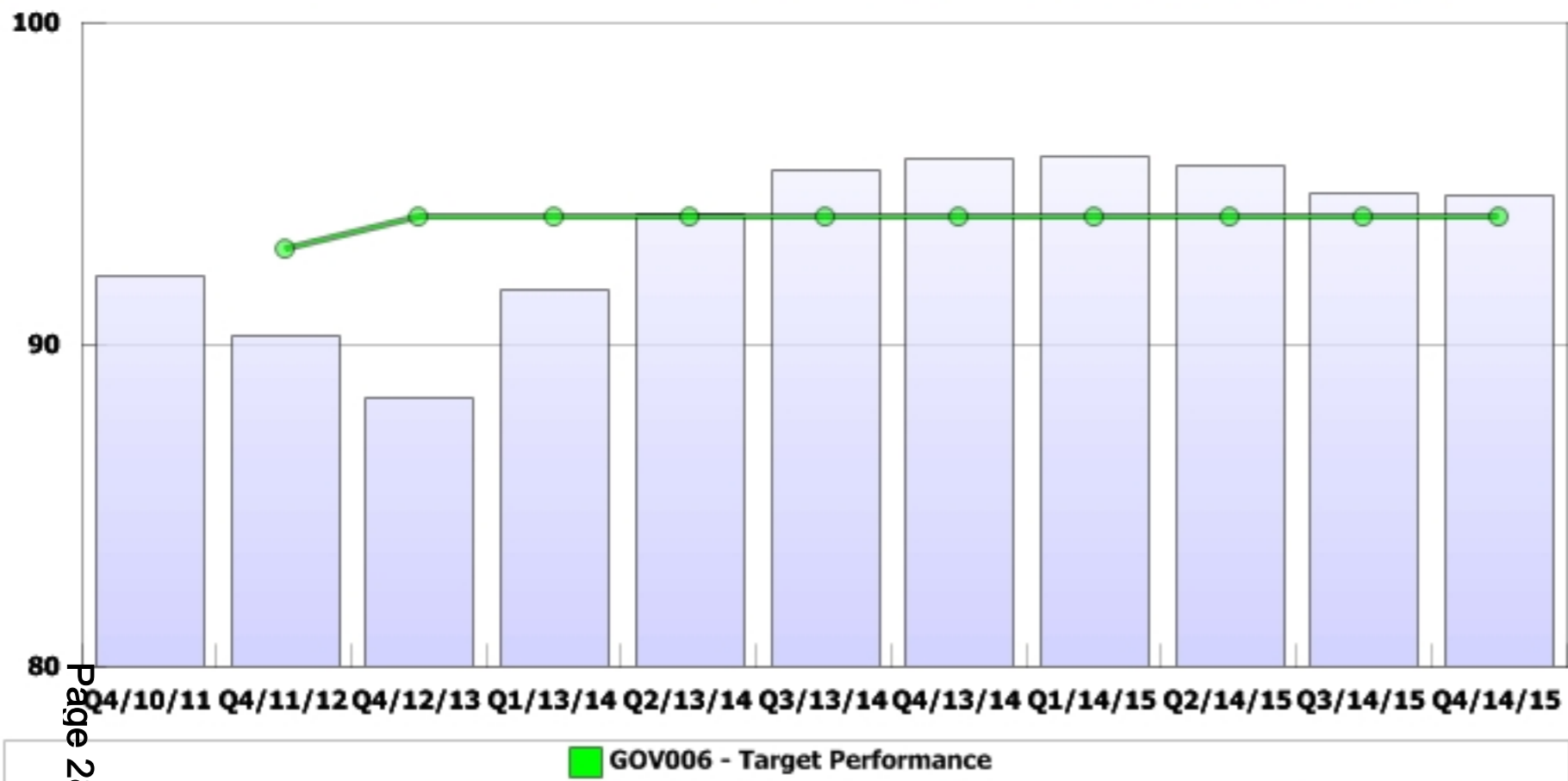
**Corrective action proposed (if required):**

**GOV006 What percentage of other planning applications were processed within 8 weeks (Delegated decisions only from 2012/13)?**

**Additional Information:** This indicator ensures that local planning authorities determine 'other' planning applications in a timely manner (within eight weeks). With effect from Q1 2012/13 this indicator will measure performance on delegated decisions only. Historical performance figures will remain unchanged.

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564472

**Current and previous quarters performance**



Quarter	Target	Actual
Q4/14/15	94.00%	94.69%
Q3/14/15	94.00%	94.78%
Q2/14/15	94.00%	95.62%
Q1/14/15	94.00%	95.90%
Q4/13/14	94.00%	95.84%



**Annual Target:** 2014/15 - 94.00% (delegated)  
 2013/14 - 94.00% (delegated)  
 Indicator of good performance:  
 A higher percentage is good

Is it likely that the target will be met at the end of the year?  
 Yes

↑ is the direction of improvement

**Comment on current performance (including context):**

(Quarter 4) GOV006 represents the highest number out of all planning application types decided under delegated powers. 1017 out of 1074 applications were decided in time in this category. Full complement of staff together with regular managing of workload continues has seen the achievement of this good performance.

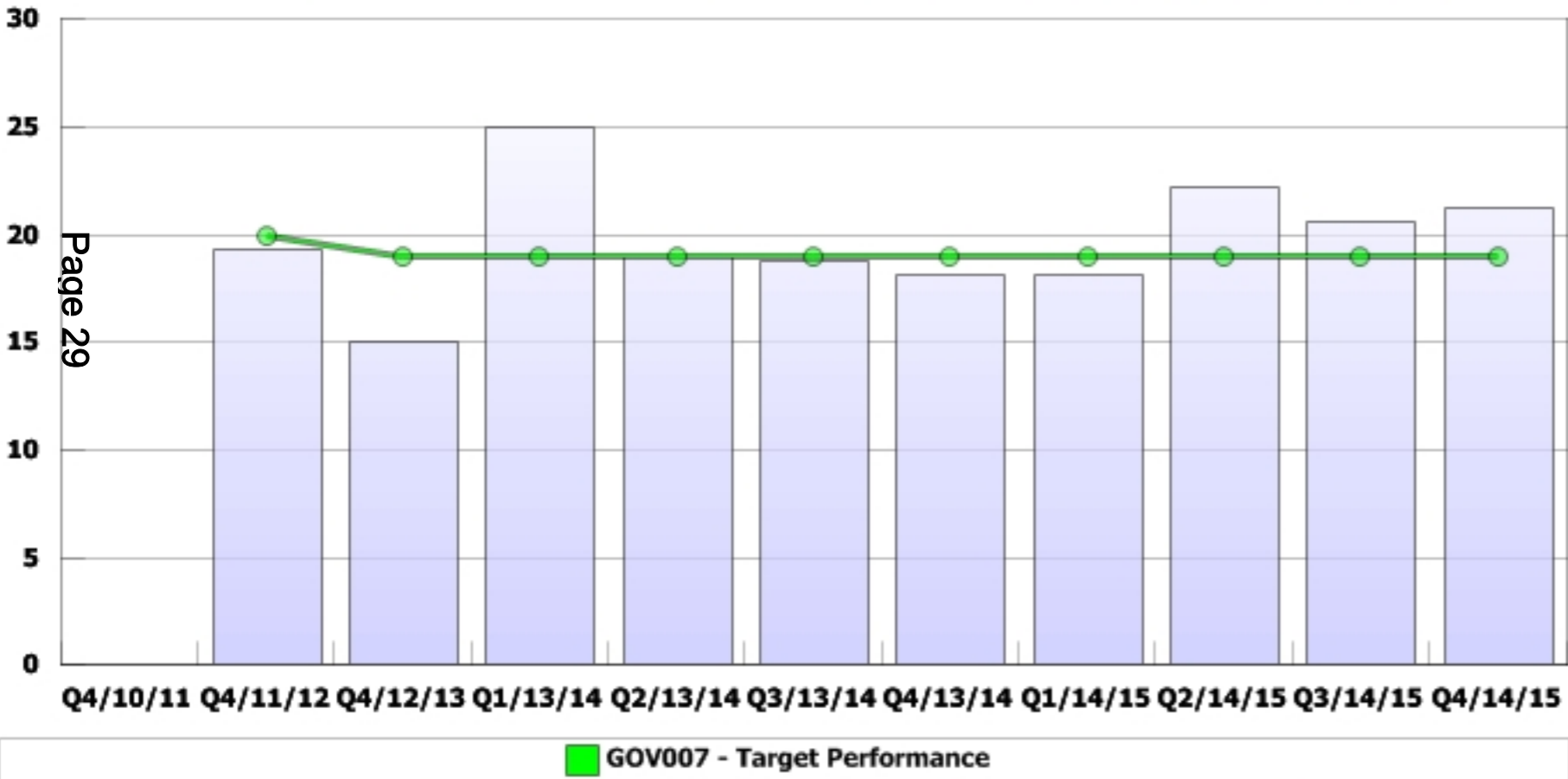
**Corrective action proposed (if required):**

**GOV007 What percentage of planning applications recommended by planning officers for refusal were overturned and granted permission following an appeal?**

**Additional Information:** This indicator is expressed as a percentage of the no. of appeals determined and seeks to assess the levels of applications that may be refused in order to meet development control performance targets. It measures the performance of only Officer Recommendations for refusal of planning permission

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564472

**Current and previous quarters performance**



Quarter	Target	Actual	Status
Q4/14/15	19.00%	21.28%	✗
Q3/14/15	19.00%	20.59%	✗
Q2/14/15	19.00%	22.22%	✗
Q1/14/15	19.00%	18.20%	✓
Q4/13/14	19.00%	18.18%	✓

Annual Target: 2014/15 - 19.00%  
 Target: 2013/14 - 19.00%  
 Indicator of good performance: A lower percentage is good  
 ↓ is the direction of improvement

Is it likely that the target will be met at the end of the year?

No

**Comment on current performance (including context):**

(Quarter 4/Annual) Of the 47 appeal decisions resulting from officer delegated refusals, 10 were overturned and allowed and therefore granted planning permission against Officers recommendation. If one of the ten allowed had been dismissed, the target would have virtually been achieved.

**Corrective action proposed (if required):**

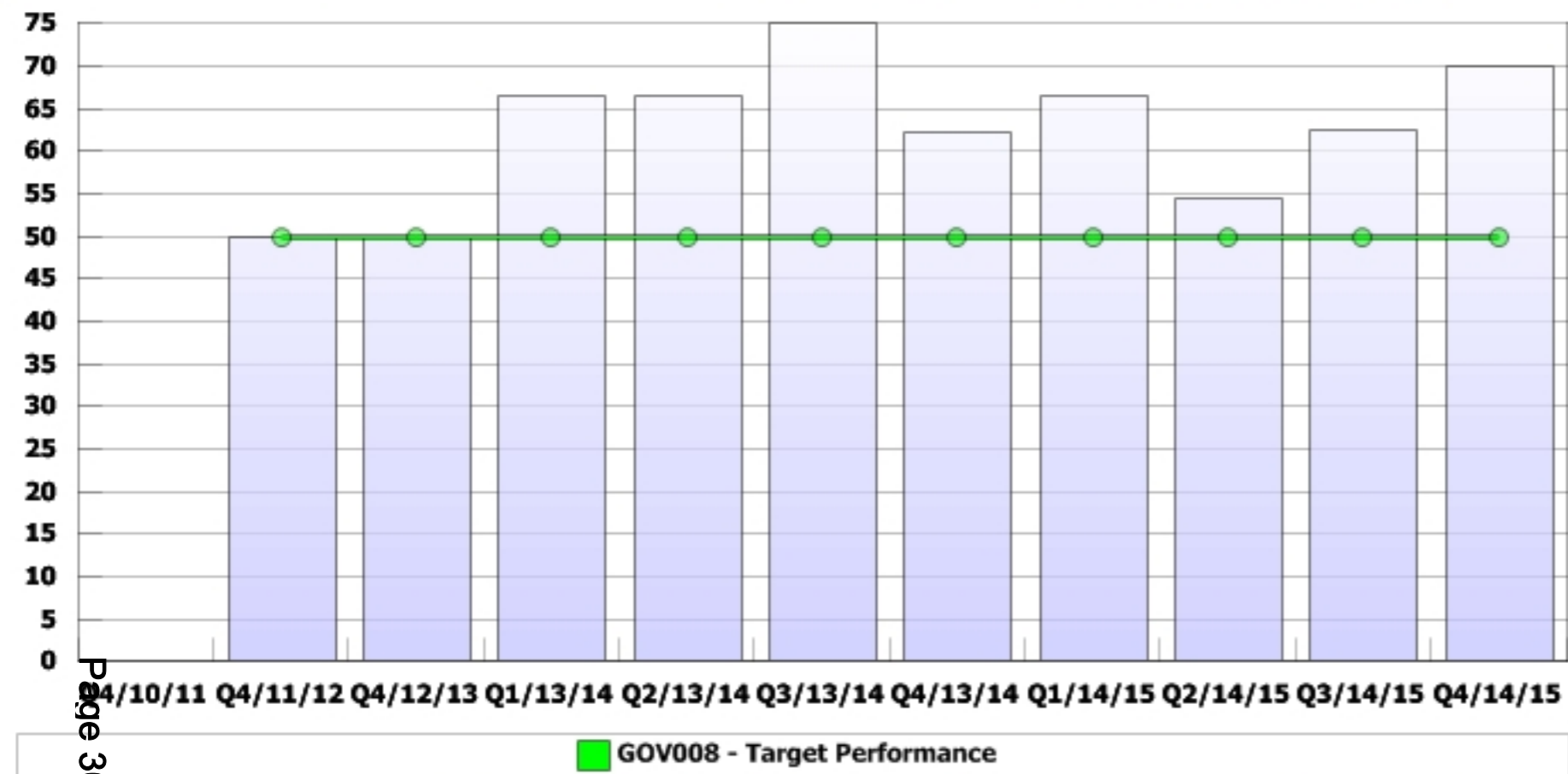
(Q4 2014/15) The total number of appeals submitted has been steadily falling, which means those that do get allowed result in a greater swing of performance than previously. Officers have looked at the 10 cases and it is difficult to draw conclusions, other than perhaps in balanced cases, Officers have taken a more cautious stance and refused where there is local objections.

**GOV008 What percentage of planning applications, refused by Council Members against the planning officer's recommendation, were granted permission on appeal?**

**Additional Information:** This indicator is expressed as a percentage of the no. of appeals determined and seeks to assess the levels of applications that may be refused in order to meet development control performance targets. It measures the performance of only Officer Recommendations for refusal of planning permission

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564472

**Current and previous quarters performance**



Quarter	Target	Actual
Q4/14/15	50.00%	70.00%
Q3/14/15	50.00%	62.50%
Q2/14/15	50.00%	54.55%
Q1/14/15	50.00%	66.67%
Q4/13/14	50.00%	62.20%

**Is it likely that the target will be met at the end of the year?**  
 No

is the direction of improvement

**Annual Target:** 2014/15 - 50.00%  
 2013/14 - 50.00%  
**Indicator of good performance:**  
 A lower percentage is good

**Comment on current performance (including context):**

(Q4 & Annual) Members decisions to refuse planning permission by reversing officer recommendations on planning applications were supported outright on appeal in only 6 out of 20 cases, but with 14 allowed (including one part-allowed) the target has not been achieved.

**Corrective action proposed (if required):**

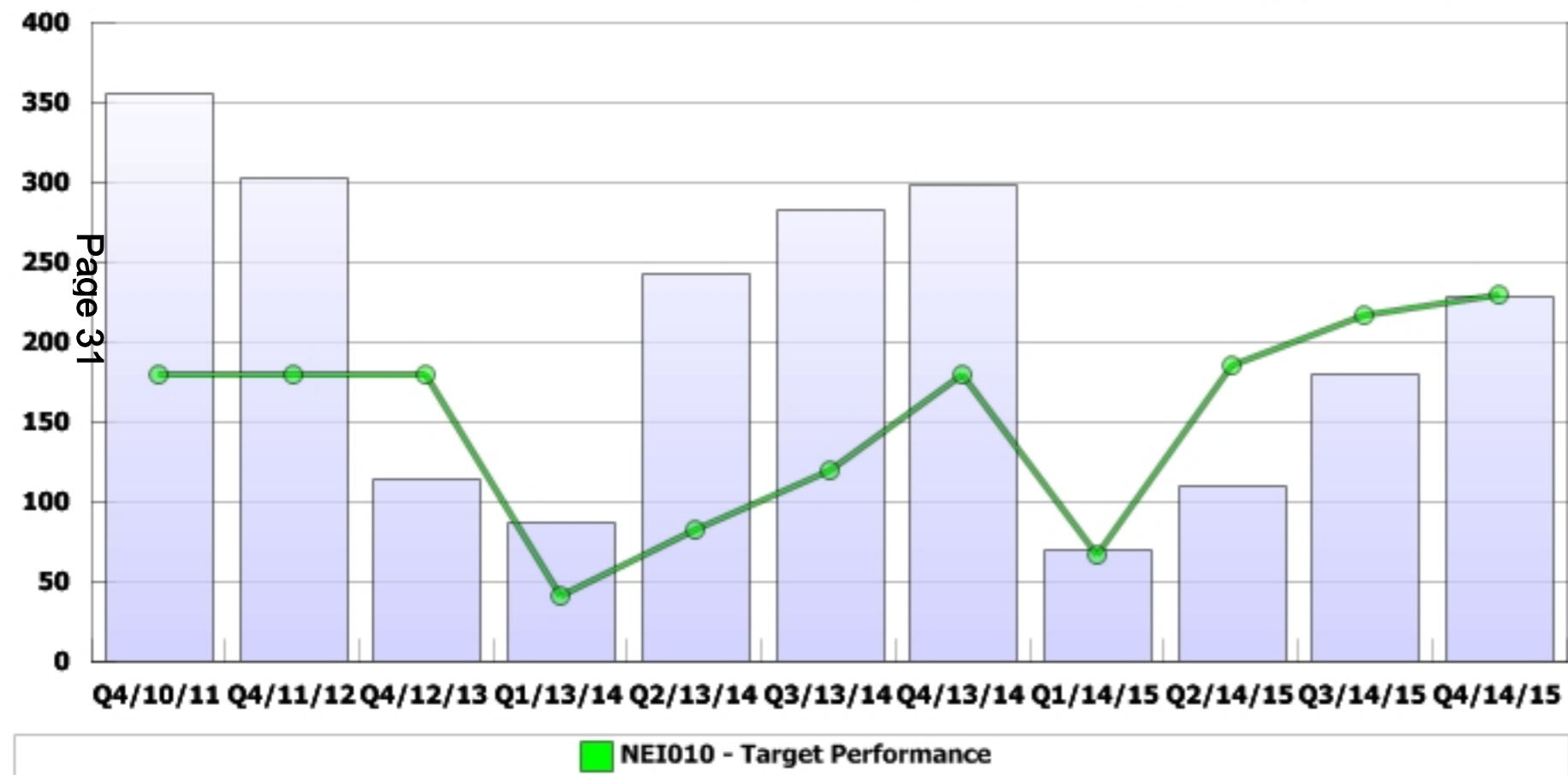
(Q4 2014/15) Training has taken place recently for new Members and further training will follow in June. 6-month appeal performance is reported to Area Plans Committees, the next one will be in June, where Members will see which appeals have been allowed.

**NEI010 What was the net increase or decrease in the number of homes in the district?**

**Additional Information:** This indicator encourages a greater supply of new homes to address long-term housing affordability issues, and measures the net increase in dwelling stock over one year. Quarterly targets and performance details for this indicator represent the cumulative total for the year to date.

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564472

**Current and previous quarters performance**



Quarter	Target	Actual	Status
Q4/14/15	230	229	X
Q3/14/15	209	181	X
Q2/14/15	187	111	X
Q1/14/15	68	70	✓
Q4/13/14	180	299	✓

**Annual Target:** 2014/15 - 230  
2013/14 - 180

**Indicator of good performance:**  
A higher number is good

↑ is the direction of improvement

**Is it likely that the target will be met at the end of the year?**

Red box: No

**Comment on current performance (including context):**

(Q4 2014/15) - Our Quarter 4 KPI figure is 48, and our quarterly cumulative figure is 229. Our Annual Target for 2014/15 of 230 housing completions has been very narrowly missed by just 1 unit, however given the minor nature of this shortfall it indicates that Housing Completion requirements for 2014/15 have been substantially met.

**Corrective action proposed (if required):**

(Q4 2014/15) - None proposed at this time.

It is important to note that the Council has a limited influence over housing completion figures meeting targets. The Council can encourage more building of dwellings by granting planning permission, making strategic housing site allocations through the Local Plan etc., but it does not actually build the vast majority of the dwellings, so it cannot control if and when they are completed. Even if a site is given planning permission, the state of the housing market can mean that at times, housebuilders will not complete units they have permission to build, if it is felt that they will not be sold. This means that even if the Council grants sufficient permissions, it cannot guarantee a completion rate.

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

**Date of meeting: 7 July 2015**

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

**Subject:** Equality Objectives 2012-2016 – Quarter 4 Progress 2014/15

**Officer contact for further information:** Barbara Copson (01992 564042)

**Democratic Services Officer:** A. Hendry (01992 564246)

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

- (a) That the Select Committee review progress against the Council's Equality Objectives (2012-2016) up until March 2015, and other work to meet its statutory equality duties;
- (b) that the Select Committee note the ongoing development of the equality objectives for 2016-2020.

#### **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 March 2012, the Cabinet agreed four equality objectives for the four years from 2012 to 2016, designed to help the Council meet the aims of the PSED. This report reflects progress against these objectives as at the end of the third year (2014/15).

The current set of equality objectives comes to the end of its lifetime in March 2016 and work is underway to identify a new set of objectives for 2016-2020.

#### **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. 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 2012 the Council adopted four equality objectives for the four years until March 2016 to advance equality for service users and employees.

2. The objectives are supported by an Action Plan with actions designed to secure the achievement of each of the objectives, spread across the four year time span. 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.

3. A schedule detailing progress against individual actions is attached as Appendix 1 to this report. 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

4. Equality Objectives are focused on key areas where improvement in relation to equality has been identified, as follows:

- Objective 1: Equality information
- Objective 2: Equality ownership
- Objective 3: Engagement
- Objective 4: Equality in workforce development

The actions to deliver Objectives 1 and 2 are largely completed, and progress has been made across all actions for the remaining Objectives. Some actions are dependent upon other initiatives and therefore are unlikely to be completed before the end of the year. The Corporate Equality Working Group (CEWG) will continue to monitor progress and progress where possible.

### Equality analysis

5. A new three year programme of analysis commenced in April 2014, against which Internal Audit will review completion as part of their work programme.

### Equality Information Publication

6. Equality Information must be published annually, with the latest report being published in August 2014. A further report will be produced in July 2015.

### Equality Objectives 2016-2020

7. The current set of equality objectives will reach the end of their lifetime in March 2016. The CEWG has therefore commenced the process of identifying the equality objectives to take the authority forward from 2016-2020.

8. Progress in relation to the achievement of the equality objectives and other equality requirements was considered by Management Board in May 2015

9. The Select Committee is requested to review current progress against the equality objectives for 2012-2016, and other work to meet the Council's statutory equality duties, and note the ongoing identification of equality objectives for 2016-2020.

#### **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:**

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, Greener initiative, or any crime and disorder issues within the district. Relevant implications arising from actions to achieve specific equality objectives will have been identified by the responsible service director/chief officer.

#### **Consultation Undertaken:**

Current progress against the equality objectives for 2012-2016 and other equality work has been reviewed by the Corporate Equality Working Group.

#### **Background Papers:**

Equality objective progress submissions held by the Performance Improvement Unit.

#### **Impact Assessments:**

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

There are no risk management issues arising from the recommendations of this report. Relevant issues arising from actions to achieve specific equality objectives will have been identified by the responsible service director/chief officer. The Internal Audit Unit will monitor progress with new three-year equality analysis programme from April 2014.

##### ***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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Equality Objective 1 – Equality Information

Action	Lead Officer	Target Date	Status	Progress
EO1.01 - Develop Corporate Equality Monitoring Policy and Guidance and publish on intranet	Snr Performance Improvement Officer	30-Sep-12	Achieved	Policy agreed by Cabinet on 3 Dec 2012 and uploaded to intranet. Action complete.
EO1.02a - Carry out pilot exercise to develop and implement three bespoke equality monitoring systems.	All Directors	31-Mar-16	Under Control	In July 2014 CEWG decided pilot exercises should be completed in all Directorates. The following services have been identified: Communities Directorate - an exercise by Sports Development was undertaken in 2012 (then Directorate of Deputy Chief Executive). A further exercise in C.A.R.E is underway and a report will be provided to CEWG Meeting in July 2015. Neighbourhoods - An exercise in the Assisted Collections service did not take place as planned. To be reviewed to see if it can be resurrected. Governance - Development Management. The exercise has been scoped at a Governance Management Team meeting. Resources - Recruitment Monitoring (Progress in Resources to date has been delayed because of work demands and availability of key staff. To consider reallocating the responsibility for undertaking the exercise to other staff). Progress reports to CEWG in July 2015.
EO1.02b - Promote Equality Monitoring Policy and Guidance as required	Snr Performance Improvement Officer	31-Dec-13	Achieved	An article was included in the Winter 2012 edition of The Forester explaining why equality monitoring was undertaken, and further information was included in the November 2013 equality update for staff, Fair Ground. Equality Monitoring will be publicised again when the pilot exercise in Action 1.02a is completed. Further information will be made available as required in the future. Action Complete.
EO1.03 - Develop and implement as necessary, bespoke equality monitoring systems within relevant services	All Directors	31-Mar-16	Achieved	This Action was linked to E01.2a, the completion of pilot exercises, and as a result has been held back by the delays in their completion. In July 2014 CEWG decided the link was unnecessary and should be removed. It is understood that many service areas now collect and use equality monitoring data in their service planning and delivery. Work to determine service areas for which equality monitoring data is appropriate and therefore those in which systems and practices should be in place is now in progress as necessary.

EO1.04a - Include evidence of due regard as relevant in reports to the Council's decision-making bodies	Chief Executive, All Directors	31-Mar-14	Achieved	New approach developed and agreed by MB for introduction 1 July 2014 whereby Cabinet and portfolio holder report templates are amended to include a Due Regard Record (DRR) as an additional page. Relevant equality information to be recorded on the DRR by the report author for use by Cabinet or Portfolio holders in their decision making. It has been agreed in principle that existing Planning and Licencing report templates will be amended to encourage the inclusion of equality information. Reports to Management Board will continue to use the existing system. Action complete.
EO1.04b - Conduct pilot exercise on use of Due Regard Record as mechanism to ensure decision making bodies are aware of equality implications of reports under consideration	Snr Performance Improvement Officer	30-Apr-14	Achieved	Due Regard Record pilot was completed in February 2014 and reviewed by CEWG in April. CEWG recommendations agreed by MB in June 2014. (see EO1.04a) Action complete.
EO1.05 - Identify and annually update sources of non-service specific equality information and place on intranet	Snr Performance Improvement Officer	31-Mar-13	Achieved	Factsheet produced providing details and links to reports, data, and research providing local and national information about the protected characteristics. The factsheet, Factsheet 2: Sources of Information about Equality Protected Characteristics, is one of a set of factsheets produced to support the Equality Analysis Toolkit and guidance). The Toolkit and factsheets are available on the Intranet. Action Complete
EO1.06 - Review committee report guidance and publish on intranet	Snr Performance Improvement Officer	30-Apr-14	Achieved	Factsheet 'Providing equality information to Cabinet or a Portfolio Holder' has been produced as part of the Equality Analysis Toolkit and replaces former committee report guidance. Published on the intranet. Action complete.
EO1.07 - Deliver briefing session concerning the monitoring of reports for evidence of due regard to Chairs of Agenda Planning Groups	Snr Performance Improvement Officer	21-Oct-13	Achieved	Briefing for Chair of Cabinet APG provided 25 September 2013 Action Complete

Equality Objective 2 – Equality Ownership

Action	Lead Officer	Target Date	Status	Progress
EO2.01 - Explore with the Local Strategic Partnership opportunities to share equality awareness and information	Snr Performance Improvement Officer	31-Mar-16	Under Control	LSP and Management Board agreed that equality information sharing is to be taken forward via a revision of the Epping Forest Compact. Discussion held with HR to identify potential internal resources to progress this initiative, indicated that one of the June 2015 ILM 5 in Leadership and Management cohort might take on the project. Project to be offered to participants. Alternatively Chris Overend who was involved in the original development of the Compact may be the right person to undertake this. Julie Chandler to be approached. Project outline completed.
EO2.02 - Review and refresh as necessary, existing equality training for members	Assist. Director Governance and Performance Management	31-May-14	Achieved	Equality training for Members has been included in the Councillor Development Programme 2014/15. The course is to be repeated in May 2015. Action Complete
EO2.03 - Deliver appropriate equality training for members	Assist. Director Governance and Performance Management	31-Mar-14	Achieved	Introduction to Equality training delivered to Members on 28 June 2014 through the Councillor Development Programme 2014/15. Further session to be delivered 16 May 2015 and thereafter as necessary. Action complete.
EO2.04 - Introduce arrangements for directorate based reporting of equality achievements as part of the annual 'Equality Report'	Snr Performance Improvement Officer	31-Mar-13	Achieved	Equality Information Publishing Guidance agreed by CEWG 22/11/12. Cross-directorate training delivered to 21 officers on 9 January 2013. Action complete.

Equality Objective 3 – Equality Engagement

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Action	Lead Officer	Target Date	Status	Progress
EO3.01 - Develop and publish an Equality Profile of the District to assist the completion of robust equality analysis and informed decision making	Snr. Performance Improvement Officer	31-Mar-15	Achieved	Equality profile produced and uploaded to the Intranet as one of the Factsheets supporting the Equality Analysis Toolkit. Action complete.
EO3.02 - Review how existing engagement activities can be developed.	Snr. Performance Improvement Officer	31-Mar-16	Under Control	Existing engagement reviewed via the Equality Consultation report produced by PR and Marketing, and the earlier Consultation Opportunities Register produced by the PIU. It is considered additional value can be gained from existing engagement by considering the results of service/activity equality analysis alongside the engagement currently undertaken by responsible directorates, to see if any requirements identified through the equality analysis process can be addressed through those engagement channels. Guidance note to be produced for Directorates.
EO3.03 - Develop and adopt an Equality Engagement Plan	Snr. Performance Improvement Officer	31-Mar-16	Under Control	This is linked to 3.02 above. It is considered that a corporate equality engagement plan is inappropriate, and that this should be progressed by Directorates on a bespoke basis and in line with the approach taken to other equality processes. Therefore individual Directorates to consider how the areas for development identified through their equality analysis processes can be progressed via their existing engagement with service users and residents, and thereby gain additional value from existing engagement activities.
EO3.04 - Carry out equality engagement according to equality engagement plan	All Directors	31-Mar-16	Under Control	This action is related to 3.02 and 3.03. Directorates to address equality analysis requirements via existing engagement activities, on a service specific basis. This bespoke approach is consistent with other equality processes. The production of an engagement plan is not specifically required as requirements for further engagement with service users or residents is captured in the Equality Analysis reports.



EO3.05 - Explore and facilitate opportunities for interaction between council members and community groups and representatives	All Directors	31-Mar-16		Under Control	This is linked to 3.04. Directorates to consider if in order to deliver the requirements of their equality analysis, there are opportunities to facilitate interaction between council members and community groups, in the course of their existing engagement activities.
EO3.06a - Undertake a feasibility study for provision of a fully accessible meeting room facility at the Civic Offices	Director Resources	31-Mar-16		Under Control	New desks are in place in committee rooms which are easier to manoeuvre, and a text messaging service linked to the Fire Alarm system for any hearing impaired or deaf visitors or employees has been implemented. The adjustments to partitions and doors for full accessibility is yet to be progressed. Corporate plans for the use of space and offices may generate further options and opportunities and this will be raised as appropriate, and is likely to extend beyond the lifetime of this objective (March 31, 2016).
EO3.06b Subject to 3.6a above, prepare and submit bid for appropriate funding	Director Resources	31-Mar-16		Under Control	Action dependant on completion of EO3.06a above, and may extend beyond the lifetime of this objective (31 March, 2016)

Equality Objective 4 – Equality in Workforce Development

Action	Lead Officer	Target Date	Status	Progress
EO4.01(a) - Annually report anonymised details of the Council's workforce at Grade 8 and above, in the context of the whole staff equality profile to CEWG	Assist. Director HR	30-Jun-13		Achieved 10/10/13 HR Workforce profile made available to CEWG and the public in respect of : Age Disability Faith (Religion) Race Sex Sexual orientation. Workforce profile at grade 8 summary made available to CEWG and the public in respect of: Sex (female only) Disability Race. Information is to be analysed to identify trends and submitted to CEWG for consideration and recommendations prior to submission to MB. Reports to be produced annually from June 2014.

<p>EO4.01(b) Ensure publication of anonymised details of the Council's workforce at Grade 8 and above, in the context of the whole staff equality profile.</p>	<p>Snr. HR Officer</p>	<p>30-Jun-13</p>		<p>Achieved</p>	<p>10/10/13 HR Workforce profile published on website in respect of: Age Disability Faith (Religion) Race Sex Sexual orientation. Workforce profile at grade 8 summary published on website in respect of: Sex (female only) Disability Race. Information produced and considered by CEWG for analysis of trends and recommendations. Information submitted to MB and considered by Finance and Performance Management Scrutiny Panel in November 2014. Information to be produced for consideration by CEWG before progressing to MB. To be published annually from June 2014. Action Complete.</p>
<p>EO4.02 - Carry out analysis of workforce data to identify trends and patterns in areas as identified by CEWG</p>	<p>Snr. HR Officer</p>	<p>31-Mar-16</p>		<p>Achieved</p>	<p>CEWG considered equality information generated under EO4.01(b) and made recommendations for inclusion in its subsequent reporting to MB. This information is an annual requirement and CEWG will consider and analyse subsequent annual equality information reports to identify trends and patterns. Action complete.</p>
<p>EO4.03 - Undertake a comprehensive review of the Council's recruitment and selection processes to demonstrate transparency, promote equality, and ensure best practice and safeguarding</p>	<p>Assist. Director HR</p>	<p>31-Mar-14</p>		<p>Achieved</p>	<p>A review of recruitment and selection processes has been undertaken and presented to CEWG and JCC in January 2014. Implementation through 2014 as part of the Safer Recruitment Policy. Action complete.</p>
<p>EO4.04 - Investigate, identify and pursue (where agreed) standards and accreditations to help demonstrate the Council's commitment to equality and increase awareness.</p>	<p>Snr. HR Officer</p>	<p>31-Mar-16</p>		<p>Under Control</p>	<p>Two Ticks Disability standard re-awarded in May 2014. Mindful Employer standard awarded 3 October 2013. HR to investigate other relevant accreditations which must have meaning and be good value. HR to advise whether these accreditations are annually awarded, and whether reaccreditation is to be pursued.</p>
<p>EO4.05 - Produce and display appropriate publicity material relating to equality characteristics, such as posters etc. outlining the Council's commitment to equality</p>	<p>Snr Performance Improvement Officer Manager PR and Marketing</p>	<p>31-Mar-16</p>		<p>Under Control</p>	<p>The sexual orientation characteristic has been promoted through the Council's support of LGBT History Month in February 2014 and 2015. An initiative to develop an image library showing a diverse population in ordinary settings awaits the allocation of staff resources to undertake the project. Project offered without success to an apprentice.</p>

EO4.06 - Determine types of equality related employee information (other than data, see 4.01) that can be made available to employees to support awareness of equality issues.	Snr. HR Officer / Snr. Performance Improvement Officer	31-Mar-16		Under Control	The first of a series of interviews with employees with different characteristics who have progressed their career within the Council perhaps by a non-conventional route, has been undertaken with a female employee. Interview to be included in brief in the Spring/Summer issue of Fair Ground and fully in District Lines in May/June 2015..
EO4.07(a) - Undertake a comprehensive review of the Council's existing arrangements for employee engagement	Assist. Director HR	31-Mar-16		Under Control	A review of employee engagement arrangements was considered by Management Board in 2012 and a range of recommendations agreed for implementation when the review of the operation and existing terms of reference for the Joint Consultative Committee (see 4.7(b)), was complete. The recommendations originally made to MB in 2012 will be reviewed to ensure their relevance and suitability in the light of the JCC Terms of Reference review in July 2014. Target date for completion changed to 31/03/15 to reflect completion date of JCC Terms of Reference review, and current resource levels in the Performance Improvement Unit. Management Board have agreed that the National Graduate Trainee will be undertaking a project beginning in March 2015. The Project Sponsor will be Bob Palmer and the Lead Officer Paula Maginnis.
EO4.07(b) Undertake comprehensive review of current terms of reference of Joint Consultative Committee	Assist. Director HR	31-Mar-14		Achieved	Report on Terms of Reference from Paula Maginnis has been taken to Cabinet APG and submitted to Cabinet on 2 February 2015. Action complete.
EO4.08 - Review and analyse the attendance on the Evolution Programme as a comparison of the whole workforce	Learning and Development Manager	31-Mar-16		Under Control	Analysis of Evolution Programme completed. The report at EO4.02 was considered by CEWG and recommendations made in September 2014. 4 more cohorts have now completed ILM qualifications. Suggest update of report before going to MB.
EO4.09 - Ensure consistency of application of flexible working practices	Assist. Director HR Chief Auditor	31-Mar-16		Under Control	Agreement to be sought to include in Internal Audit work programme, appropriate checks to determine the consistency of the application of flexible working practices, for example, applications for parental leave and flexible working etc. Regular items advising and promoting flexible working arrangements to be included in District Lines. Further review of Flexi Scheme to be undertaken following comments from Employee Survey 2013. HR requested to provide an update on the progress of this action.

<p>EO4.10 - Review and refresh as necessary existing equality training for officers</p>	<p>Learning and Development Manager</p>	<p>31-Mar-16</p>		<p>Under Control</p>	<p>Learning and Development Manager and training providers review content and provide up-to-date cases and examples of good practice. Completed July 2013. To be kept under review. e-learning package considered by CEWG in September 2014 and recommendations made. New Information Officer/ e-learning formatter Phil Andrews now in place, once he is trained eLearning package can be further developed.</p>
<p>EO4.11 Deliver appropriate equality training for officers:</p>	<p>Learning and Development Manager</p>	<p>31-Mar-16</p>		<p>Under Control</p>	<p>E-Learning course for both induction and refresher training was discussed by CEWG in summer 2014 and recommendations made. New information officer/ eLearning formatter Phil Andrews now in place, once he is fully trained further development will take place.</p>