



CABINET
Thursday, 9th June, 2016

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

Council Chamber, Civic Offices, High Street, Epping
on Thursday, 9th June, 2016
at 7.00 pm .

Glen Chipp
Chief Executive

Democratic Services
Officer

Gary Woodhall
(Governance Directorate)
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Members:

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

PLEASE NOTE THE START TIME OF THE MEETING

1. WEBCASTING INTRODUCTION

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

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

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

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

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

2. APOLOGIES FOR ABSENCE

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

3. DECLARATIONS OF INTEREST

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

4. MINUTES

To confirm the minutes of the meeting of the Cabinet held on 7 April 2016 (previously circulated).

5. REPORTS OF PORTFOLIO HOLDERS

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

6. PUBLIC QUESTIONS

To answer questions asked by members of the public after notice in accordance with the motion passed by the Council at its meeting on 19 February 2013 (minute 105(iii) refers) on any matter in relation to which the Cabinet has powers or duties or which affects the District.

7. OVERVIEW AND SCRUTINY

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

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

8. COUNCIL HOUSEBUILDING CABINET COMMITTEE - 24 MARCH 2016 (Pages 5 - 14)

(Housing Portfolio Holder) To consider the attached minutes from the meeting of the Council Housebuilding Cabinet Committee, held on 24 March 2016, and any recommendations therein.

9. ASSET MANAGEMENT AND ECONOMIC DEVELOPMENT CABINET COMMITTEE - 14 APRIL 2016 (Pages 15 - 20)

(Asset Management & Economic Development Portfolio Holder) To consider the attached minutes from the meeting of the Asset Management & Economic Development Cabinet Committee, held on 14 April 2016, and any recommendations therein.

10. OFF-STREET PARKING OPERATIONS - PROCUREMENT STRATEGY (Pages 21 - 32)

(Safer, Greener & Transport Portfolio Holder) To consider the attached report (C-005-2016/17).

11. TRANSFORMATION PROGRAMME - HIGHLIGHT REPORT (Pages 33 - 40)

(Leader of Council) To consider the attached report (C-002-2016/17).

12. THRIFT COTTAGE, WALTHAM ABBEY - NEGLECT OF GRADE II LISTED BUILDING (Pages 41 - 46)

(Safer, Greener & Transport Portfolio Holder) To consider the attached report (C-003-2016/17).

13. CORPORATE PLAN KEY ACTION PLAN 2015/16 - OUTTURN (Pages 47 - 78)

(Leader of the Council) To consider the attached report (C-006-2016/17).

14. ANY OTHER BUSINESS

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

15. EXCLUSION OF PUBLIC AND PRESSExclusion

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

Agenda Item No	Subject	Paragraph Number
16	St. John's Road Site, Epping - Options to Facilitate Development	3

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

Background Papers

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

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

The Council will make available for public inspection for four years after the date of the meeting one copy of each of the documents on the list of background papers.

**16. ST. JOHN'S ROAD SITE, EPPING - OPTIONS TO FACILITATE DEVELOPMENT
(Pages 79 - 86)**

(Asset Management & Economic Development Portfolio Holder) To consider the attached report (C-007-2016/17).

EPPING FOREST DISTRICT COUNCIL COMMITTEE MINUTES

Committee: Council Housebuilding Cabinet **Date:** Thursday, 24 March 2016
Committee

Place: Council Chamber, Civic Offices, **Time:** 7.00 - 9.05 pm
High Street, Epping

Members Present: D Stallan (Chairman), S Stavrou, G Waller, H Kane and C Whitbread

Other Councillors: S Kane and H Kauffman

Apologies: R Bassett and W Breare-Hall

Officers Present: A Hall (Director of Communities) and J Leither (Democratic Services Officer)

Also in attendance: D Read (East Thames Group), N Penfold (Pellings LLP) and H Stuart (Trowers & Hamlins)

39. SUBSTITUTE MEMBERS

The Cabinet Committee noted that Councillors C Whitbread and H Kane substituted for Councillors R Bassett and W Breare-Hall.

40. DECLARATIONS OF INTEREST

(1) Pursuant to the Council's Code of Member Conduct, Councillors H Kane and S Kane declared a personal interest in Agenda Item 5, by virtue of being Waltham Abbey Ward Councillors. The Councillors had determined that their interest was non-pecuniary and would remain in the meeting for the consideration of the item.

(2) Pursuant to the Council's Code of Member Conduct, Councillor H Kauffman declared a personal interest in Agenda Item 7, by virtue of being the Ward Councillor. The Councillor had determined that his interest was non-pecuniary and would remain in the meeting for the consideration of the item.

41. MINUTES

Resolved:

That the minutes of the meeting held on 19 January 2016 be taken as read and signed by the Chairman as a correct record.

42. CHANGE OF ORDER

The Chairman proposed that Items 11, Exclusion of Public and Press and 12, Outcome of Claim for Extension of Time – Phase 1, be brought forward and heard after Agenda Item 4, Minutes, so that the invited guest, Helen Stuart from Trowers &

Hammins Solicitors could give her opinion, answer member's questions and leave the meeting after these items.

Resolved:

That Agenda Items 11, Exclusion of Public and Press and 12, Outcome of Claim for Extension of Time – Phase 1, be brought forward and heard after Agenda Item 4, Minutes.

43. EXCLUSION OF PUBLIC AND PRESS

Resolved:

That the public and press be excluded from the meeting for the items of business set out below on the grounds that they would involve the likely disclosure of exempt information as defined in the paragraphs of Part 1 of Schedule 12A of the Local Government Act 1972:

<u>Agenda Item No.</u>	<u>Subject</u>	<u>Exempt Information Paragraph Number</u>
12	Outcome of Claim for Extension of Time – Phase 1	5

44. OUTCOME OF CLAIM FOR EXTENSION OF TIME - PHASE 1

The Director of Communities presented a report to Cabinet Committee. He advised that at the last meeting of the Cabinet Committee, a detailed report was provided on the current position with regard to Phase 1 of the Council House-building Programme setting out the details of the delay in progress with the works and details of the claim for an extension of time submitted by Broadway Construction Limited.

The Director advised that Pellings LLP had assessed the claim and found no sustainable arguments for an extension of time. East Thames Group and Pellings LLP were satisfied that the correct procedure had been followed in determining Broadway Construction Limited's claim.

The Director of Communities and Helen Stuart from the Council's solicitors, Trowers and Hamlin, answered a number of questions from members on the Council's legal position with regard to the Design and Build Contract.

Decision:

That the Outcome of Claim for Extension of time by Broadway Construction for Phase 1 on the Council House-building Programme be noted.

Reasons for Decision:

The contract with Broadway Construction for Phase 1 of the Council House-building Programme was in delay and a dispute had materialised over the cause and effect of the delay. This report sets out the Council's position with regard to the claim for an extension of time.

Other Options Considered and Rejected:

There are no other options for action, since the recommendation is to note the outcome of the claim determination.

45. INCLUSION OF PUBLIC AND PRESS**Resolved:**

That the public and press be invited back into the meeting.

46. FEASIBILITY REPORTS

The Director of Communities presented a report to the Cabinet Committee. He advised that, in July 2012, the Cabinet agreed a list of 65 primary sites for the Council House-building Programme; the sites detailed in the report before the Cabinet Committee were the last 12 sites to be considered whether or not they were viable and, if agreed will form Phase 6 of the Council's House-building Programme.

The Director introduced Neal Penfold from Pellings LLP, who went through each of the 12 sites. Cabinet Committee members were asked to consider the number and mix of units capable of being delivered on each site as listed below:

(a) Mallion Court, Waltham Abbey

4 x 2 bedroom, 2 storey detached houses with 19 parking spaces.

(b) Mason Way, Waltham Abbey

1 x 1 bedroom bungalow with no off street parking spaces.

(c) Stonyshotts, Waltham Abbey

1 x 2 bedroom, 2 storey detached house with 1 parking space.

(d) Gant Court, Waltham Abbey

3 x 2 bedroom, 2 storey detached houses with 14 parking spaces.

(e) Woollard Street, Waltham Abbey

5 x 2 bedroom, 2 storey terraced houses with 11 parking spaces.

(f) Denny Avenue, Waltham Abbey

3 x 3 bedroom, 2 storey detached houses with 10 parking spaces.

(g) Beechfield Walk, Waltham Abbey (Option A or B)

Option A

4 x 3 bedroom, 2 storey terraced houses with 10 parking spaces.

Option B

4 x 3 bedroom, 2 storey terraced houses; and

1 x 2 bedroom, 2 storey terraced house with 12 parking spaces.

(h) St Thomas's Court, Waltham Abbey

4 x 3 bedroom, 2 storey semi-detached houses with 7 parking spaces.

(i) Pick Hill, Waltham Abbey

2 x 3 bedroom, 2 storey semi-detached houses with 6 parking spaces.

(j) Bromefield Court, Waltham Abbey

1 x 2 bedroom bungalow with 4 parking spaces.

(k) Wrangley Court, Waltham Abbey

1 x 1 bedroom bungalow with 1 parking space.

(l) Shingle Court, Waltham Abbey

1 x 2 bedroom bungalow with 4 parking spaces.

N Penfold concluded that the above 12 sites had economic development potential and should be considered to be taken forward to the planning application stage.

Members considered the two options at Beechfield Walk, Waltham Abbey and identified that although Option B would provide another property with two parking spaces, an existing electricity cable would have to be diverted and this would be a very costly exercise. Members were therefore in favour of Option A.

Ward Members were concerned with the parking problems in the area and asked to be consulted on the outcome of the transport assessments prior to planning applications being submitted.

Decision:

(1) That subject to Ward Members being consulted on the outcome of the transport assessments. prior to submission of the planning applications, each of the 12 (Twelve) individual feasibility studies taken from the Cabinet approved list of Primary Sites as listed below, be included in a future phase of the Council Housebuilding Programme and progressed to the detailed planning stage;

- (a) Mallion Court, Waltham Abbey;
- (b) Mason Way, Waltham Abbey;
- (c) Stonyshotts, Waltham Abbey;
- (d) Gant Court, Waltham Abbey;
- (e) Woollard Street, Waltham Abbey;
- (f) Denny Avenue, Waltham Abbey; and
- (g) Beechfield Walk, Waltham Abbey (Option A);
- (h) St Thomas's Court. Waltham Abbey;
- (i) Pick Hill, Waltham Abbey;
- (j) Bromefield Court, Waltham Abbey;
- (k) Wrangley Court, Waltham Abbey; and
- (l) Shingle Court, Waltham Abbey.

(2) That, subject to Secretary of State consent, the former garage sites and any associated amenity land edged red on the site plans associated with each of the sites

in (1) above and identified for the development of Council House-building, be appropriated for planning purposes under provisions laid out in the Local Government Act 1972 and Town and Country Planning Act 1990 on the grounds that the land is no longer required for the purposes for which it is currently held in the Housing Revenue Account;

(3) That the Housing Portfolio Holder be authorised to submit detailed planning applications for each of the sites in (1) above; and

(4) That Phase 6 of the Council's House-building Programme be made up of the sites included in (1) above.

Reasons for Decision:

At its meeting in August 2014, the Cabinet Committee asked that each of the sites on the Primary List of approved sites be progressed to the feasibility stage to create a bank of sites for future phases of the House-building Programme. The 13 sites included in this report are from the original list of 65 sites approved by the Cabinet in 2012, and will form Phase 6 of the Council house-building programme as defined by the Policy on the prioritisation of development sites by area.

Other Options Considered and Rejected:

(1) Not to progress with any of the schemes presented in this report.

(2) To develop the sites with a different number of homes, or with an alternative mix of property types or parking allocation.

47. DEVELOPMENT STRATEGY UPDATE

The Director of Communities presented a report to the Cabinet Committee. He advised that the Terms of Reference for the House-Building Cabinet Committee stated that this Committee would consider and recommend to the Cabinet the Development Strategy for the Council's House-building Programme on an annual basis. As part of their appointment as Development Agent, it was a requirement that East Thames prepared the Development Strategy on behalf of the Council and updated it when required.

It was noted, that at its previous meeting in July 2013, the Cabinet Committee were consulted on the first iteration of the Development Strategy, including: the assumptions that would be made; the standards used; the consultation methods that would be adopted; the procurement methods used for the construction works; and the performance targets used to measure progress. All feasibility studies that have been presented to the Cabinet Committee since then have been based on that Development Strategy. This was reviewed again in December 2014, where a number of additional policies were incorporated, including accelerating the House-building Programme, prioritising the sites for development and a policy on future use of sites found to be unsuitable for Council house-building.

The Development Strategy was set out at Agenda Item 6, Appendix 1 for consideration in detail and, subject to being satisfied with its contents, the Cabinet Committee were asked to recommend its approval to the Cabinet.

The Director of Communities drew attention to a small number of corrections required to the Draft Strategy, and the need to include the Council's policy on rent to be

charged for properties purchased on the open market, which would be considered later in the meeting.

Decision:

That, subject to the amendments reported at the Council House-building Cabinet Committee meeting, the Development Strategy update be recommended to the Cabinet.

Reasons for Decision:

Approval of the Development Strategy remains the responsibility of the Cabinet. However the House-building Cabinet Committee is required to consider and then recommend its approval to the Cabinet.

Other Options Considered and Rejected:

Not to adopt the contents of the Strategy in the format presented and alter any of its statements, targets, standards, procedures or assumptions.

48. SITES UNSUITABLE FOR DEVELOPMENT

The Director of Communities presented a report to the Cabinet Committee regarding three sites that have either been identified as being unsuitable for development or the Cabinet Committee's original proposals for the sites had been refused planning permission by the relevant Area Plans Sub-Committee, as follows:

Hillyfields, Loughton

The Cabinet Committee agreed, at its meeting in November 2014, that this site was viable to go forward for detailed planning permission. However, Planning Officers could not agree this site was viable as they considered the access road to be too narrow and there were significant overlooking issues. It was recommended therefore that this site should be sold on the open market. The Cabinet Committee was anxious that the site was sold in a way that maximised the income to the Council.

Whitehills, Loughton

The Cabinet Committee agreed at its meeting in October 2014, that this site was viable to go forward for detailed planning permission. The site would provide 3 x 3-bedroom houses. This application was refused at a meeting of the Area Planning Sub-Committee (South) due to the proximity to neighbouring properties and poor driver visibility at the junction with Whitehills Road. This scheme had now been referred back to the Cabinet Committee with a suggestion that a revised planning application be submitted to reduce the scale of the dwellings to 3 bungalows, which would meet with the objections regarding their overbearing effect on the adjacent properties.

There was also concern that vehicles did not have a turning point in the development and this would mean that larger vehicles would have to back out onto a busy road where there was a school for children with severe learning disabilities. It was therefore suggested that a redesigned scheme be pursued to incorporate a turning point.

Ladyfields, Loughton

The Cabinet Committee agreed at its meeting in October 2014 that this site was viable to go forward for detailed planning permission. The site would provide 6 x 2-bedroom houses and 1 x 3 bedroom house. However the application was refused at a meeting of the Area Planning Sub-Committee (South) on the grounds of a lack of compensatory parking for displaced garage tenants.

It was suggested by officers that, by removing the detached 3-bed house from the scheme and providing a number of unallocated off street parking spaces it was likely this development would meet with the objections over a lack of compensatory parking for displaced garage tenants. Therefore it was recommended that revised plans be prepared for 6 x 2-bed houses and a number of off-street parking spaces on the site and a new planning application be submitted.

In supporting this proposal, the Cabinet Committee agreed that, if planning permission is not granted for the revised scheme, the site should be sold on the open market, in the most effective way to maximise the income to the Council, with any receipt being recycled back into the Council House-building Programme.

Decision:

(1) That the garage site at Hillyfields, Loughton to the rear of 80-98 and 100-112 Hillyfields be sold on the open market, in the most effective way to maximise the income to the Council (including consideration of the use of overage clauses and offers being subject to the receipt of planning permission) with any receipt being recycled back into the Council House-building Programme;

(2) That the garage site at Whitehills, Loughton adjacent to Oak View School be redesigned to incorporate 3 bungalows and a new planning application be submitted subject to:

- (a) The revised scheme providing the ability for vehicles to turn around within the site;
- (b) Cabinet Committee Members (including substitutes) and Ward Members receiving a copy of the revised proposal; and
- (c) A further report being submitted to a future meeting if the provision of a turning point within the site is not possible, in order to determine the future use of the site;

(3) That the garage site at Ladyfields, Loughton opposite 39-45 Ladyfields be redesigned to remove the 3-bed detached house, create an area of unallocated off street parking in compensation for the loss of the garages and a new planning application be submitted; and

(4) That if planning permission is not granted for the garage site at Ladyfields, Loughton, the site be sold on the open market, in the most effective way to maximise the income to the Council (including consideration of the use of overage clauses and offers being subject to the receipt of planning permission) with any receipt being recycled back into the Council House-building Programme.

Reasons for Decision:

The Cabinet Committee is required to decide on the future use of garage sites unsuitable for development in line with the Council's Policy.

Other Options Considered and Rejected:

To adopt any of the other options within the existing Policy on the future use of undevelopable sites, as set out in the body of the report.

49. RENT LEVELS - OPEN MARKET PROPERTY PURCHASES

The Director of Communities presented a report on suggested rent levels to be charged for properties purchased by the Council on the open market.

The Director reminded the Cabinet Committee that, at its last meeting, they agreed that it would be necessary to purchase properties on the open market under the Council Housebuilding Programme, to let to Council housing applicants, in order to ensure that all of the required Right-to-Buy (RTB) "one-for-one" replacement capital receipts were spent within three years of receipt, as required under the legal agreement the Council has entered into with the Department for Communities and Local Government, so that no receipts have to be passed to the Government (plus interest).

The Director stated that the current estimate was that around 6 (six) properties would need to be bought on the open market and a decision need to be made on whether they be charged at affordable rents or social rents. The Director suggested in his report that affordable rents should be charged for market properties that were either new build or built within a specified number of years, and that social rents should be charged for older properties that were purchased.

However, the Cabinet Committee were of the view that, since all new homes built in the district under the Council House-building Programme would be charged at affordable rents, and that the cost of the Council purchasing market properties would be greater, all properties bought on the open market should also be charged affordable rents.

Decision:

(1) That affordable rents be charged for new or existing empty properties purchased by the Council off of the open market as part of its Council House-building Programme; and

(2) That applications be made to the Homes and Communities Agency (HCA), as necessary, to enter into "short-form agreements" with the Council to enable the Council to charge affordable rents when required.

Reasons for Decision:

The Cabinet Committee needs to determine whether properties purchased by the Council off the open market are charged affordable rents or social rents.

Other Options Considered and Rejected:

(a) Charging social rents for all properties purchased off the open market; or

(b) Charge affordable rents for market properties that were either new build or built within a specified number of years and social rents for older properties.

50. STREET NAMING - PHASE 2

The Director of Communities presented a report on the building naming and numbering for Phase 2 of the Council House-building Programme.

The Director stated that the Cabinet Committee had previously agreed to consult with town and parish councils on suggested names for buildings and streets developed under the Council House-building Programme and to consult with the relevant Ward Members on the local councils' suggestions.

The Director advised that Burton Road was in Loughton and proposed that the terrace of 17 houses be known as 1-33 (odd) Burton Road. Loughton Town Council had been invited to put forward a ranked list of suggested names for the two blocks of flats within the same development. The Town Council originally suggested 4 names, ranked in the Town Council's order of preference. However, informal consultation with the Director of Neighbourhoods, who was responsible for implementing the Council's Street Naming and Numbering Policy, established that this initial list of suggested names from the Town Council did not meet the Policy's requirements. The Town Council had therefore been invited submit a further ranked list of names, but had only put one further name forward – Churchill Court, in recognition of the development's close proximity to the site of the former Sir Winston Churchill Public House, that had recently been demolished.

It was noted that one of the original names put forward by the Town Council that did not meet the Policy's requirements was Joan Davis Place. However, members were of the opinion, that on this occasion, formal approval should be sought from the Director of Neighbourhoods to deviate from the Council's Street Naming and Numbering Policy for the other block and that, with the approval of her family, the new block of 15 flats should be named 'Davis Court' after former District and Town Councillor Joan Davis (deceased). It was also agreed that if, for any reason, this was not deemed as acceptable, the name of 'Nelson Court' be used as a reserve after the name of a previous protector of Epping Forest put forward by one of the ward members.

Decision:

(1) That, subject to the formal approval of the Director of Neighbourhoods, the terrace of 17 houses to be constructed under Phase 2 of the Council's Housebuilding Programme be numbered 1-33 (odd) Burton Road, Loughton;

(2) That, subject to the approval of the Director of Neighbourhoods to deviate from the Council's Street Naming and Numbering Policy and, in respect of (b) below, the agreement of the deceased persons family:

- (a) The new block of 19 flats to be constructed in Burton Road, Loughton be named "Churchill Court", as suggested by Loughton Town Council; and
- (b) The new block of 15 flats to be constructed in Burton Road, Loughton be named "Davis Court", after former district councillor Joan Davis;

(3) That if the names at either 2(a) or 2(b) above are not acceptable for any reason "Nelson Court" be used as a reserve name; and

(4) That a formal application be submitted to the Director of Neighbourhoods for the above names and numbering, in accordance with the Council's Street Naming and Numbering Policy.

Reasons for Decision:

The two new blocks of flats to be constructed at Burton Road, Loughton require names, and the terrace of houses requires numbering. A decision needs to be made at this meeting to avoid any delays with the construction contract. The Cabinet Committee has been authorised by the Leader of the Council to decide the names of new developments.

Other Options Considered and Rejected:

- (a) To agree different names for one or both blocks of flats to those suggested; and/or
- (b) To agree different numbering for the new terrace of houses.

51. ANY OTHER BUSINESS

Last Meeting of the Municipal Year

The Chairman informed the Cabinet Committee that this would be his last meeting of the Council Housebuilding Cabinet Committee in his capacity as Portfolio Holder for Housing. He expressed his thanks to the Cabinet Committee, Ward Members, the Development Agents, East Thames Group, Pellings LLP, the Director of Communities, Officers and the Assistant Director (Housing Development & Property).

CHAIRMAN

EPPING FOREST DISTRICT COUNCIL COMMITTEE MINUTES

Committee: Asset Management and Economic Development Cabinet Committee **Date:** Thursday, 14 April 2016

Place: Council Chamber, Civic Offices, High Street, Epping **Time:** 7.00 - 7.55 pm

Members Present: Councillors A Grigg (Chairman), W Breare-Hall (Vice-Chairman), H Kane and S Stavrou

Other Councillors: Councillors D Stallan, C Whitbread and J M Whitehouse

Apologies:

Officers Present: D Macnab (Deputy Chief Executive and Director of Neighbourhoods), M Warr (Economic Development Officer), J Leither (Democratic Services Officer) and A Rose (Marketing & Digital Content Officer)

Also in attendance: C Pasterfield (Asset Management Development Consultant), L Edwards (Colliers International) and A Charalambous (White Young Green)

44. WEBCASTING INTRODUCTION

The Chairman reminded everyone present that the meeting would be broadcast live to the Internet, and that the Council had adopted a protocol for the webcasting of its meetings.

45. DECLARATIONS OF INTEREST

(a) Pursuant to the Council's Code of Member Conduct, Councillor J M Whitehouse declared a personal interest in agenda item 7, St John's Road Development by virtue of being an Essex County Councillor, an Epping Town Councillor and a resident of St John's Road, Epping. The Councillor had determined that his interest was non-pecuniary but would leave the meeting if the discussion became too detailed and required a pecuniary interest to be declared.

(b) Pursuant to the Council's Code of Member Conduct, Councillor J M Whitehouse declared a personal interest in agenda item 6, Town Centres by virtue of attending meetings of the Epping Town Centre Partnership. The Councillor had determined that his interest was non-pecuniary and would remain in the meeting for the consideration of the item.

(c) Pursuant to the Council's Code of Member Conduct, Councillor D Stallan declared a personal interest in agenda item 11, by virtue of having a family member who works for a franchise of one of the proposed tenants. The Councillor had determined that his interest was non-pecuniary and would remain in the meeting for the consideration of the item.

46. MINUTES

RESOLVED:

That the minutes of the meeting held on 11 February 2016 be taken as read and signed by the Chairman as a correct record.

47. ECONOMIC DEVELOPMENT TEAM PROGRESS REPORT

The Economic Development Officer (EDO) presented a report to the Cabinet Committee and updated them on a number of projects and issues being explored by the Economic Development Team.

(1) **One Business Briefing** – The Winter edition of One Business Briefing had been very positively received within the business community. Ten external partners contributed articles and graphics, all of which involved close liaison with economic development officers to secure and structure the content. Additionally, a number of these external partners featured the One Business Briefing on their social media streams resulting in a wider social media reach than previously achieved.

(2) **Eastern Plateau** – The Economic Development Team (EDT) has continued its representation on the Eastern Plateau Rural Development Programme's Local Action Group. There were several projects based within the district that are at an early stage in the application process. Applications were also from the wider area such as Uttlesford, East and North Hertfordshire. The Programme Facilitator advised that there were a number of projects coming through the pipeline but how many from the Epping Forest District was not known. The EDT would like to see more of our district's businesses apply for funding and be successful with future applications.

(3) **Visitor Economy** – The Economic Development team were working with colleagues in Planning to commission a Visitor Accommodation Needs Assessment, which would form a key part of the evidence base helping to inform tourism policies in the Local Plan. The assessment would address all types of accommodation such as hotels, public houses, bed and breakfast accommodation and youth hostels and assess the potential future demand and how it could change in the district with the adoption of the emerging Local Plan.

The Visit Epping Forest 2016 Tourism Conference took place at the start of English Tourism Week in March 2016. The event was generously sponsored by the Marriott Hotel together with Vibrant Partnerships and attracted more people than last year. Six speakers were featured including the Chairmen of Visit Essex and Vibrant Partnerships. Approximately ninety delegates represented a range of tourism and visitor sectors both large and small. The only negative identified was that poor public transport was a barrier for both a positive visitor experience and recruiting staff. As with previous conferences, networking was seen as one of the benefits of this event and everyone took advantage of the opportunity to discuss ideas and make new contacts during lunch. Once again a universally acclaimed event which delegates appreciated and affirmed that they would wish to remain a regular fixture.

(4) **Town Centres** – The Town & Village Centres Opportunities Fund had agreed a number of applications for funding. The creation of a new Visit Epping Forest website had been approved within EFDC's Town & Village Centres Opportunities Fund. The Team was also liaising with applicants to progress a handful of further applications to the Fund.

(5) **Business Support** – The Economic Development Team had been working on a valuable exercise to dramatically improve the information and contact details it holds for local businesses within the district. This work would mean we are better able to manipulate the data the EDT hold in order to disseminate relevant information as widely as possible and to encourage local awareness and take-up of the various programmes that are available e.g. funding, business support & advice, workshops. These enhanced contacts were a start point in developing stronger communication links with our local businesses in terms of understanding their needs, issues and opportunities and how these might then inform where our future priorities and focus should be. Part of the project is involving a tele-marketing exercise to obtain further details from some businesses as recently flagged-up to Members, partners and officers.

(6) **Partner Liaison** – The EDT continued to liaise with, support and attend meetings with a number of Partner Organisations. These included:

- Essex County Council
- South East Local Enterprise Partnership (SE LEP)
- Invest Essex and Essex Innovation Programme
- Lea Valley Food Taskforce
- Essex Economic Development Officer group
- Essex Tourism Officer Group
- Epping Forest District Town Team
- Eastern Plateau Local Action Group
- Stansted Airport Local Authority Forum
- Tourism & Visitor Board
- West Essex Skills & Learning Forum
- Waltham Abbey Town Partnership
- One Epping Forest

Recently the Epping Forest District Museum in Waltham Abbey was reopened and the Economic Development Team were delighted to see the high quality of the heritage and tourist attraction that the Museum would offer to the district. There were plans to host a business network event at the museum in the near future and we would like to congratulate the Museum team on their excellent work.

The EDT recently met with Grangewood Investments in Oakwood Hill to understand more about its investment plans at Oakwood Hill Industrial Estate, particularly in light of its Cr@te development on the Industrial Estate receiving planning consent in February. Cr@te were a forward thinking company bringing a suite of business premises for start up or new businesses based on the conversion of former shipping containers into office facilities. Working with more of these organisations and business will have a very positive effect of attracting new businesses to the district.

Resolved:

To note the progress and work programme of the Council's Economic Development Section.

Reasons for Decision:

To appraise the Committee on progress made with regard to Economic Development issues.

Other Options Considered and Rejected:

None, as this monitoring report is for information not action.

48. ASSET MANAGEMENT CO-ORDINATION GROUP REPORT

The Director of Neighbourhoods presented a report to the Cabinet Committee and updated them on further progress which had been achieved since the publication of the Agenda.

(1) **Epping Forest Shopping Park** – There was a separate report before the Cabinet Committee at Agenda Item 11 which would be heard in private session.

(2) **Oakwood Hill Depot** – Construction of the new depot was near completion and would be ready for use by mid May 2016. A specialist consultancy had been appointed to transfer the Council's Fleet Maintenance operation to the new premises, specifically to achieve VOSA accreditation for the MOT Service, which generated income for the Council.

(3) **Pyrles Lane Nursery** – The revised planning application was agreed at the District Development Management Committee on the 24 February 2016. The redesign had widened the access from 4.1m to 4.3m which would help vehicle access and include a pedestrian footpath. A report was being prepared for Cabinet regarding the sales strategy for disposal. The Council Housebuilding Cabinet Committee have expressed an interest in purchasing any affordable properties from any potential developer by using capital receipts.

(4) **St John's Road** – A conclusion had been reached with Essex County Council and Frontier Estates concerning issues in relation to overage provisions and the number of residential properties on the site. Essex County Council's Cabinet would formally consider the approval of the terms of their sale to EFDC, at a meeting of their Cabinet Committee in April 2016. An update will be provided at the next meeting of this Cabinet Committee.

(5) **North Weald Airfield** – Advice had been received from external solicitors regarding the letting of a concessionary contract to appoint an operational partner, reflecting the key principles previously agreed by Members. Work on the specification and requirements for the operational partner are ongoing and a further update would be brought back to the next Cabinet Committee meeting for consideration.

(6) **Site of former Sir Winston Churchill Public House** – Higgins, the developers of this site have now completed the piling works with an anticipated completion date for the development of the site in July 2017. The Council are actively marketing the retail area and a number of largely food and beverage operatives have expressed an interest in the development. Regarding the allocation of car parking spaces on the development this was now progressing and a further update will be reported at the next Cabinet Committee meeting.

(7) **Ongar Academy** – At a meeting held earlier today with the new head teacher, the planning application had been submitted and was due to be heard by the District Development Cabinet Committee at the end of April 2016. Discussions are ongoing with the school around the use of the adjacent leisure centre to deliver parts of the schools PE Curriculum.

(8) **Town Mead Depot** – The depot was being used temporarily as storage for Country Care while alternative options for use of the depot were still being considered.

(9) **Hillhouse Leisure / Community Hub** – A firm of Master Planners have been appointed jointly by Epping Forest District Council, Essex County Council and NHS England to establish a master plan for the site with a view to a joint outline planning application being sought.

Resolved:

To note progress on the Council's Asset Management and Development Projects.

Reasons for Decision:

To comply with the Cabinet Committee's previous request to monitor the development of the Council's property assets on a regular basis.

Other Options Considered and Rejected:

None, as this monitoring report was for information not action.

49. NORTH WEALD AIRFIELD COMMUNITY DAY - 17 JULY 2016

The Director of Neighbourhoods presented a report to the Cabinet Committee regarding the North Weald Airfield Community Day. He advised that the event was being held on 17 July 2016 and would be facilitated by one of the airfields tenants, Weald Aviation. The theme North Weald Airfield – 100 not out would take the form of an old fashioned village fete with associated attractions.

The Director advised that following the tragic events at Shoreham last year, the airfield would be unable to stage any form of air display however it was hoped that some historic aircraft would visit the airfield during the day. To mark their involvement in World War II, the Norwegian air force had been invited to the event and will be bringing in a C-130 Hercules. Saunders Markets, the new market operator have indicated that they are keen to be involved in the community event.

Ward members requested a report after the event to come back to a future meeting of the Cabinet Committee.

Resolved:

To note the progress of the organisation of the North Weald Community Day 2016.

Reasons for Decision:

Members requested an update report on the event at their previous meeting.

Other Options Considered and Rejected:

None.

50. ANY OTHER BUSINESS

The Cabinet Committee noted that there was no other urgent business for consideration.

51. EXCLUSION OF PUBLIC AND PRESS

RESOLVED:

That the public and press be excluded from the meeting for the items of business set out below on the grounds that they would involve the likely disclosure of exempt information as defined in the paragraphs of Part 1 of Schedule 12A of the Local Government Act 1972:

<u>Agenda Item No.</u>	<u>Subject</u>	<u>Exempt Information Paragraph Number</u>
11	Epping Forest Shopping Park – Progress Report	3

52. EPPING FOREST SHOPPING PARK PROGRESS REPORT

The Asset Management Development Consultant presented a report to the Cabinet Committee regarding the progress on the Epping Forest Shopping Park. He advised that ongoing talks with Essex Highways regarding the Section 278 works were progressing unfortunately, however, the meetings are not attended by all Essex Highways Departments and the Council were at a stage to appoint a contractor for the works.

Consultants from Colliers International and White Young Green attended the meeting and updated the Cabinet Committee on the progress to date. The Pre-Qualification Questionnaire (PQQ) submissions had been completed and an Invitation to Tender (ITT), which was the second stage was progressing. There was much interest in the units at the Epping Forest Shopping Park and talks were progressing with potential tenants.

Resolved:

- (1) To note the marketing report from Colliers International and Harvey Spack Field regarding progressing on the leasing of units in the Epping Forest Shopping Park.
- (2) To note the report on Project Management from White Young Green regarding the procurement of the main construction contract for Epping Forest Shopping Park and general progress.
- (3) To note that following a request from tenderers for Stage 2 of the tender process the tender date has been extended by four weeks to 29 April 2016.

Reasons for Decision:

To comply with the Cabinet Committee’s previous request to monitor the development of the Council’s property assets periodically and in particular report in detail on progress relating to the development of the Epping Forest Shopping Park.

Other Options Considered and Rejected:

To report direct to Cabinet.

CHAIRMAN

Report to the Cabinet

Report reference: C-005-2016/17

Date of meeting: 9 June 2016



Portfolio: Safer, Greener and Transport

Subject: Off-Street Parking Operations - Procurement Strategy

Responsible Officer: Q. Durrani (01992 564055)

Democratic Services: G. Woodhall (01992 564470)

Recommendations/Decisions Required:

(1) That Cabinet agree the following parameters with respect to the procurement of the off street parking operations for the Council's car parks, namely:

- (a) Adopt a Restricted tendering procedure,
- (b) Tender Evaluation based on (price versus quality ratio) of 60/40,
- (c) Invite tenders in three lots: Lot-1: enforcement in car parks, Lot-2: cash collection and front line machine maintenance, and Lot-3: combination of the Lots 1 and 2,
- (d) The length of contract be 5 years with a possible extension of 2 years;

(2) To agree, in principle, to the request by the Lee Valley Regional Park Authority to manage one of its car parks in Waltham Abbey, subject to a further report setting out the costs and the legal management agreement; and

(3) To note the project time-line.

Executive Summary:

The Council has agreed to extract itself from the Off Street part of the Agreement with the North Essex Parking Partnership (NEPP). This requires the provision of an alternative service delivery arrangement in place by 1 April 2017.

The procurement process will commence by the issue of Pre-Qualification Questionnaire in the coming days. This will enable the appointment of a suitable provider to ensure the service provision from 1 April 2017.

Reasons for Proposed Decision:

To enable commencement of the procurement for the next Off Street enforcement, cash collection and front line maintenance contract.

Other Options for Action:

It is possible to: use the open tendering procedure instead of restricted, have a different evaluation criteria and a different contract length. All of these are discussed in the report.

Report:

1. The Cabinet agreed at its meeting on 11 January 2016 to extract itself from the Off Street part of the agreement with the North Essex Parking Partnership (NEPP). A formal notice of termination has been served on NEPP and a confirmation of acceptance has been received. This means that NEPP will stop enforcement in Council car parks on 31 March 2017.
2. Having given the notice to leave NEPP the Council has to have an appropriate management system in place for the operation of the 18 Council Car Parks. The key elements of an affective Off Street system are: enforcement under the Civil Parking Enforcement (CPE), cash collections from the 41 Pay and Display machines, first line maintenance of all the pay and display machines for example replacing parking ticket rolls, a back office function which can deal with the challenges to Penalty Charge Notices (PCNs) issued to contravening motorists.
3. Cabinet has agreed to test the market to seek a private sector provider for the enforcement, cash collection and front line maintenance elements. Whereas the Council should manage the challenges to Penalty Charge Notices (PCNs) and issue of Season Tickets itself. Cabinet also agreed to appoint RTA Associates Limited (RTAA), who assisted with the option appraisal of the management of the off street car parks, for providing specialists advice during the procurement process.
4. As agreed by Cabinet the Portfolio Holder Advisory Group set up for the delivery of the Parking Strategy will continue to support the Portfolio Holder. The Project Team has held meetings with RTAA and agreed an Action Plan and a Project Time Line. These are attached for information and comments as is the Risk Register.
5. It is worth reminding ourselves that On Street enforcement and road safety are essentially highway authority functions. It is an officer understanding that the County Council intends to continue the current operating model of providing this function via the North and South Essex Partnership. The Council will continue to take an active part in the on street element of NEPP to try and get the best outcome for its residents.
6. The estimated value of the contract is such that the European Procurement rules (OJEU) would apply. There are two options for procurement: an Open procedure or a Restricted procedure. In an open procedure there is no short listing and the tenders are invited via the OJEU process. This process is quicker however it is not possible to gauge market interest before the final bids are received. Whereas a restricted procedure takes longer but market interest is gauged sooner by the Pre-Qualification Questionnaire (PQQ) process.
7. Under the procurement regulations the Council is required to let the bidders know how it wishes to assess and score the bids. This allows transparency and fairness in the shortlisting and selection process and will help prevent any challenges against the final decision. By choosing a price versus quality ratio of 60 and 40 the Council is making it clear to the market that quality is a very important factor. It is intended that the quality score will include elements like the quality of Penalty Charge Notices (PCN) issued to contravening motorists. A significant emphasis on quality element of the service will mean better enforcement management and less challenges against PCN issued.
8. The key elements of the tender are: enforcement in the Council car parks, cash collection from all the pay and display machines in the car parks and their first line maintenance. It is recommended that the tenders be invited in two Lots, Lot-1: enforcement in off street car parks, Lot-2: cash collection with front line maintenance and Lot-3: a combination of the Lots1 and 2. This will enable the Council to consider providing Lot-2 service under a separate corporate procurement being carried out for the collection of cash from other Council owned sites like: The Civic Offices Epping, Waltham Abbey Museum, The Broadway Housing Office and the Langston Road Depot
9. Another key element of the procurement is the length of the contract term. This enables the bidders to better deploy their physical assets Page 22 the contract accordingly. RTAA have advised an initial 5year term with a 2 year extension subject to satisfactory performance.

10. Lee Valley Regional Park Authority (LVRPA) have asked the Council to manage one of their, currently free, Abbey Gardens Car Park in Waltham Abbey. This car park is right next to the Council owned Derby Drive Car Park. LVRP have a similar arrangement with Broxbourne District Council who manage a car park for them.

11. It makes sense for the Council to manage the LVRP car park. It is right next to one of the Councils own car park and if managed by the Council the charges will be the same. This will avoid confusion to the motorists. The Council has similar management agreements with Sainsbury's in Loughton and Ongar where it manages their car parks. The Council gets a management fee in the form of percentage of the pay and display income from the car park. This covers the operational and management costs incurred by the Council. It is recommended that officers investigate the options and present another report with details of costs and the form of management agreement between the Council and LVRP so that an informed decision can be made.

12. This is a major procurement and it will be necessary to achieve a timely award of contract to a new service provider. The progress will be tracked by the officers of the Project Team and periodically reported to the Portfolio Holder Advisory Group. Key dates of the procurement process are noted below:

Task Name	Duration	Start	Finish
Publish OJEU Notice	1 day	Tue 31/05/16	Tue 31/05/16
Cabinet (agree award criteria, MEAT)		Thu 09/06/16	Thu 09/06/16
Call in Period	15 days	Fri 10/06/16	Thu 30/06/16
Issue PQQ and Tender Docs	30 days	Fri 01/07/16	Thu 11/08/16
Evaluate PQQs	10 days	Fri 12/08/16	Thu 25/08/16
Invite qualified bidders to Tender	2 days	Tue 30/08/16	Wed 31/08/16
Tender Submission	30 days	Thu 01/09/16	Wed 12/10/16
Tender Opening	1 day	Thu 13/10/16	Thu 13/10/16
Tender Evaluation	28 days	Thu 13/10/16	Mon 21/11/16
Tender outcome/award	1 day	Thu 24/11/16	Thu 24/11/16
Notification of Intention to Award	10 days	Fri 25/11/16	Thu 08/12/16
Publish OJEU Award Notice		Fri 09/12/16	Fri 09/12/16

Resource Implications:

The Cabinet has already approved budget of £30,000 under the Invest to Save programme for the costs associated with the procurement process.

A further report will be brought setting out the client officer requirements for the management of the outsourced off street contract and associated functions.

Legal and Governance Implications:

The Council has the legal powers to charge for and enforce car parking on its land.

There are TUPE implications for any NEPP and sub-contractor staff engaged in providing the enforcement and cash collection operations. Information will be sought from NEPP in the near future and the impact of TUPE will become available clearer as the procurement commences.

The Council, as per the terms of the Joint Committee Agreement of 2011, served notice to withdraw at the end of the current financial year.

The Joint Committee of the Partnership exercises the County Council's Executive highway functions and the Council will continue to be a member of the Committee.

Safer, Cleaner and Greener Implications:

All the Council car parks have Park Mark accreditation by continuing to provide adequate enforcement action and maintaining all the pay and display machines in a good state of repair the Council can continue to keep the accreditation and have no risk of loss of income.

All car parks are regularly inspected for maintenance including hedges, fences and signs and lines. The recent installation of new pay and display machines enable remote access for monitoring usage of the machines including cash levels.

The Council currently offers pay by phone service and motorists will shortly be able to pay by credit and debit cards.

Consultation Undertaken:

RTA Associates have carried out soft market testing to assess the alternative options for the service delivery.

NEPP and G4S will be consulted once the Cabinet decision is taken.

Background Papers:

Previous Cabinet reports, The Joint Committee Agreement 2011

Risk Management:

The Council has handed a formal notice of termination of the off street enforcement, cash collection and front line maintenance and NEPP will cease to perform these functions on 31 March 2017. This means that the Council needs to have in place an arrangement for the provision of these services to enable a smooth transition.

In the event of the procurement process not resulting in a favourable outcome, either on cost or quality grounds, then having given notice of termination to NEPP, the Council will have no other option but to provide the service either: directly as in-house service or appoint an interim contractor. This is a high risk and can result in costs to the Council and one which will require more analysis, which will be carried out once the tenders are received and assessed in August. The risk register developed for the procurement process is attached. The only risk in the Red zone is related to TUPE. This will be better managed once the tender is awarded and TUPE negotiations can commence with NEPP.

Due Regard Record

This page shows **which groups of people are affected** by the subject of this report. It sets out **how they are affected** and how any **unlawful discrimination** they experience can be eliminated. It also includes information about how **access to the service(s)** subject to this report can be improved for the different groups of people; and how they can be assisted to **understand each other better** as a result of the subject of this report.

S149 Equality Act 2010 requires that due regard must be paid to this information when considering the subject of this report.

The Council provides 18 car parks across the District and for the use of which it charges at varying rates. None of the specific group or characteristics that the Council has a legal duty to have due regard for will be impacted by the changes proposed in this report.

All disabled badge holders are currently exempt from any pay and display charges and it is not proposed to make any changes to this.

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Risk Matrix

Off Street Parking Management

L i k e l i h o o d	Very High	A				
	High	B				1
	Medium	C			6	5
	Low/Very Low	D			4	2, 3, 7
				1	2	3
			Insignificant	Minor	Moderate	Major

Impact

RISK NO.	VULNERABILITY	TRIGGER	CONSEQUENCES
1.	TUPE transfers	Disagreement over status of TUPE	Legal challenge from workforce or Unions
2.	Timetable	Timetable slips such that procurement is delayed or disrupted	Commencement date of contract slips with financial consequences for the Council to appoint a temporary contractor
3.	ICT	Arrangements are not clear at tender stage	Challenges by motorists will be difficult to deal with. Complaints and service disruption will increase. Cash collection and income will be affected
4.	Action Plan is not monitored	Action Plan for the project is not monitored and progressed not managed	Delays in procurement and handover from NEPP which will result in financial consequences.
5.	Key procurement parameters not agreed in time	Procurement methodology (open or restricted procedure), tender evaluation criteria (price/quality split), length of contract term and inclusion of on street operations not agreed	Delays in procurement will result in a delay in handover from NEPP to the new provider.

RISK NO.	VULNERABILITY	TRIGGER	CONSEQUENCES
6.	If the private sector cannot offer a cost effective solution	The cost or quality of the solution offered by the successful bidder is more than NEPP.	Additional costs for the Council.
7.	Mobilisation team not affective	The winning tenderer has a weak implementation plan which could impact contract commencement	If mobilisation delayed and commencement date not achieved there are severe consequences.

Management plan for risks “in RED zone”

RISK NO.	VULNERABILITY	PROPOSED MANAGEMENT ACTION
1	TUPE transfers	Car Parking Manager to raise with RTAA and successful tenderers mobilisation manager. Update the Project Team on progress of TUPE matters

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Action Plan for delivery of off street parking

Purpose of Project: To procure alternative deliver arrangements for the off street parking in all 18 Council car parks

Project Team: Peter Lowe (RTAA), Kim Durrani, Amanda Hoadley, Karen Simister, Shane McNamara, Fareeza Sheikh, Angelo Stephen, Jarek Trykozko, Rona Carroll, Wendy Gains, Simon Alferd

No	Activity	Objective	Action	Responsible person	Current Status	Target Completion	Red, Amber Green	Next step
1	Tender Specifications	Prepare tender set of documents to include specs for: Off street enforcement, cash collections and first line maintenance for all 18 car parks	Develop specifications, schedule of rates showing hours of deployment	RTAA	in progress	May-16	Amber	
2	Enforcement in Lee Valley Regional Park Authority Car Park in Waltham Abbey	To consider to take over enforcement in LVRP car park in Waltham Abbey, if business case is viable	Seek Cabinet approval for inclusion of the car park in this procurement	Kim Durrani/Amanda Hoadley	Decision required	Jun-16	Amber	Cabinet
3	Procurement Methodology	To decide Open or restricted procedure	Cabinet decision seeking guidance	Project Team	Decision required	09-Jun	Amber	Cabinet
4	First draft set of contract documents	To prepare a full set of contract documents for tender	EFDC specific specifications/Conditions of Contract, Technical Specification	RTAA/Team		mid may 2016	Amber	
5	Tender evaluation methodology	Agree this before the tenders are invited, who will evaluate and evaluation criteria score	develop methodology and get approval from Cabinet	Kim Durrani/Amanda Hoadley		09-Jun	Amber	Cabinet
6	Length of contract	to agree the length of contract	develop methodology and get approval from Cabinet	Kim Durrani/Amanda Hoadley		09-Jun	Amber	Cabinet
7	Staffing restructure	to be managed in house	Review staffing requirements and restructure the Car Parking Team, Administration and back office challenges	Kim Durrani/Peter Lowe		Cabinet 14 July	Green	
8	Hardware	by the provider	include in the tender	Peter Lowe		mid May 2016	Green	
9	Software	by the provider	include in the tender	Peter Lowe		mid May 2016	Green	
10	IT systems	hosted by the provider	include in the tender	Peter Lowe		mid May 2016	Green	
11	Legal authority of EFDC to enforce DPE in car parks	Check how EFDC derived authority to enforce DPE in off street car parks	to check with DFT	Peter Lowe		mid April 2016	Amber	
12	Cashless payments, which system are we using	MiPermit etc.		Peter Lowe		mid April 2016	Green	
13	Virtual permits			Peter Lowe		mid April 2016	Green	
14	Online case management	ability for PCNs to be paid on line	to add to the specifications	Peter Lowe		mid May 2016	Green	
15	Service enhancements, value added services	what else can they offer						
16	TUPE	will it be covered and how	NEPP and G4S will have to be contacted, at what stage?	Fareeza Sheikh			Red	EFDC to ask NEPP for potential Tupe List
17	List of questions for NEPP	what we need to ask	data migration, chipside etc.	Peter Lowe			Green	
18	Pension strain	will it apply from NEPP to EFDC TUPE		Fareeza Sheikh			Green	
19	ICT hosted systems	options to pay on the phone, online etc.	what options are available	Angelo			Green	
20	Data management	responsibility for data	when does the data become EFDC responsibility, e.g. PCN information passed between provider and EFDC	Angelo			Green	
21	MiPermit	keep them or get a new one	talk to them about migration to EFDC	Kim Durrani		mid May 2016	Amber	
22	Fall back option	in house is only considered when the bids are not within the budget envelope	if we do not a get a good bid then get a temporary arrangement in place with a provider by SLA providing CEOs etc.	Kim Durrani/Peter Lowe		October	Red if this becomes the case, due to cost risks	
23	Policies and strategies	to ensure policies and strategies are in place	ask bidders to provide enforcement policies	Peter Lowe/Amanda Hoadley		mid May 2016	Green	
24	Policies and strategies		strategies for dealing with cash less and other policies and strategies	Peter Lowe/Amanda Hoadley		mid May 2016	Green	
25	Appeals process	engage with TPT/TEC and DVLA	To be able to deal with pcn challenges	A Hoadley/Fareeza			Amber	
26	Location plan and TRO for all car parks	to ensure the car park location and area is clear	include clear maps of location of car parks and the off street places parking order from NEPP	Amanda Hoadley		mid May 2016	Green	

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Report to the Cabinet

Report reference: C-002-2016/17

Date of meeting: 9 June 2016



**Epping Forest
District Council**

Portfolio: Leader

Subject: Transformation Programme – Monitoring Report.

Responsible Officer: David Bailey (01992 564105).

Democratic Services: Gary Woodhall (01992 564470).

Recommendations/Decisions Required:

- (1) That the Cabinet review the progress of the Transformation Programme through the highlight report for March-April 2016; and**
- (2) That the contract to provide expert assistance to the Accommodation Review is awarded to PricewaterhouseCoopers and that an additional allocation of £14,000 is made from the Invest to Save Fund to pay for this work.**

Executive Summary:

Regular highlight reports on the progress of the Transformation Programme will be presented to the Cabinet. This is the highlight report for March and April 2016. It is anticipated that the format of the highlight report will evolve over time in order to remain an effective tool for highlighting progress, slippage and remedial actions being undertaken.

The transformation programme is at an early stage and all progress indicators are green.

A key project within the programme is the Accommodation Review and Cabinet agreed in April that a procurement exercise should be undertaken for external support to produce a high level feasibility study. The procurement has been completed and the bid that scored best on the combined price and quality assessment was from PricewaterhouseCoopers. However, this bid requires an additional allocation of £14,000 from the Invest to Save Fund.

Reasons for Proposed Decisions:

To inform Cabinet of progress on the transformation programme and to obtain the necessary funding for a key project.

Other Options for Action:

Members could decide not to award the contract to PricewaterhouseCoopers and conduct another procurement exercise. This is not recommended as it would delay the transformation programme and might not produce a better or cheaper outcome. The joint Member/Officer panel were unanimous in their scoring and in the decision to appoint PricewaterhouseCoopers.

Report:

1. This is the March-April 2016 highlight report brought to the Cabinet for the transformation programme. As such, it's anticipated that the format may change over time so as to remain effective at highlighting progress, slippage and any remedial actions in the programme overall.
2. The Cabinet is requested to review progress for March-April 2016.
3. The highlight report uses the RAG rating, based on Red, Amber and Green colours used in a traffic light system. The definitions of the RAG ratings are:

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

4. At this stage, all status indicators are green, and this reflects the progress of actions to establish the transformation programme, including workstreams and priority projects.
5. Appendix 1 contains the highlight report for March-April 2016.
6. To inform other projects, such as the work being done on customer contact, and avoid abortive or wasted expenditure a key initial project is the Accommodation Review. Following soft market testing an estimate of £50,000 was made for the costs of a high level feasibility study and Cabinet allocated this money from the Invest to Save Fund in April.
7. An Invitation to Quote was issued to three contractors but one decided not to bid so two quotes were received by the deadline of 18 May. On 23 May an interview panel consisting of the Leader, Deputy Leader, Chief Executive and Director of Resources received presentations from the contractors and questioned them on their proposals.

8. The contractors were scored on price, their proposed approach and their presentations. The results are shown in the table below –

Award Criteria	Bid A	PwC
Price	17.34	12.66
General relevant experience and proposed approach	24.00	40.00
Presentation	12.00	24.00
Total	53.34	76.66

9. Whilst the alternative bid was cheaper, and below the initial estimate of £50,000, the panel were unanimous that PricewaterhouseCoopers scored far better on the quality assessment and this more than outweighed the pricing differential. The winning bid was priced at £64,000 and so an additional allocation of £14,000 is being requested from the Invest to Save Fund.

Resource Implications:

Further allocation of £14,000 needed from the Invest to Save Fund. As a percentage of the initial allocation of £50,000 this is significant but this should be seen in the context of the many millions of pounds involved with a decision about potential redevelopment and relocation of the Council’s accommodation.

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 outcomes or benefits will have been identified by the Transformation Programme Board.

Safer, Cleaner and Greener Implications:

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

Consultation Undertaken:

Progress has been reviewed by the Transformation Programme Board (4 May 2016).

Background Papers:

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

Risk Management:

The Council is seeking to reduce the risks associated with strategic choices on accommodation by engaging appropriate external expertise.

Due Regard Record

This page shows **which groups of people are affected** by the subject of this report. It sets out **how they are affected** and how any **unlawful discrimination** they experience can be eliminated. It also includes information about how **access to the service(s)** subject to this report can be improved for the different groups of people; and how they can be assisted to **understand each other better** as a result of the subject of this report.

S149 Equality Act 2010 requires that due regard must be paid to this information when considering the subject of this report.

Progressing the priority transformation projects, particularly the Customer Contact Projects and the Review of Service Accommodation, will improve access to our services for both our customers and our staff from various protected groups.

The benefits would include but are not limited to:

- Improved physical access to the Civic Offices for customers and employees with disabilities or customers with babies and young children;
- Improved self-service access for customers, through online and mobile phone applications, which can be used outside of normal office hours; and
- Reduced transaction times, where customer enquiries are dealt with at the first point of contact.

Transformation Programme Highlight Report

<i>Report</i>	<i>Period</i>
2-3	March - April 2016

Document control

<i>Version</i>	<i>Date</i>	<i>Status (draft, approved)</i>	<i>Author</i>	<i>Change description</i>
1.0	15.03.2016	March draft	David Bailey	Draft
1.1	01.04.2016	March draft	David Bailey	Revised
1.1	23.03.2016	March approved	Transformation Programme Board	Approved
1.0	15.04.2016	April draft	David Bailey	Draft
1.1	29.04.2016	April draft	David Bailey	Revised
1.1	23.03.2016	April approved	Transformation Programme Board	Approved
2.0	05.05.2016	March-April combined	David Bailey	Draft

Approval

<i>Approved for submission to the Cabinet (Sponsoring Group), given by</i>	Transformation Programme Board	<i>Date</i>	04.05.2016
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Distribution list

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

Overall transformation programme progress and status

	<i>RAG status</i>		<i>Comment on overall progress and status and recommended actions</i>
	<i>This period</i>	<i>Last period</i>	
Time	Green	Green	
Cost	Green	Green	
Delivery / outcome / output	Green	Green	
Benefits	Green	Green	

Progress this period and actions for the next period (in addition to those overdue)

<i>Workstream / Project</i>	<i>Progress this period</i>	<i>Actions for next period</i>	<i>Due</i>	<i>Owner</i>
Reporting	Cabinet Report adopted 3 March	-	-	Leader of the Council
	Cabinet Highlight Report for February 2016 adopted 7 April	-	-	
	Highlight Reports for March - April 2016 completed	Report to Cabinet meeting 9 June	Jun 2016	Leader of the Council
Workstreams	TPB agreed project charters: P001 Customer Contact Projects P002 Service Accommodation Review P003 Establish Project and Programme Management P004 Corporate Communications P033 Printer Migration P039 Power Management System P044 Electronic Invoicing P045 Customer Self Service Payment Kiosks P046 Property Management System P105 Civic Office Waste and Recycling	-	-	Chief Executive
	Work continued drafting charters for key projects from the Corporate Plan Key Action Plan 2016/17	Complete charters. TPB uses information to balance resource deployment across programme	Jun 2016	Chief Executive
	Risk Potential Assessment tool piloted.	Continue pilot	Sep 2016	Head of Transformation
P001 Customer Contact Projects	TPB considered report on customer contact manager and ICT support posts. Agreed to progress recruitment from within existing resource	-	-	Chief Executive
	Project team formed, initial meeting held, sub-project groups tasked 5 April	Project Initiation Document	Jun 2016	Assistant Director, Governance & Performance Management
	Prepare, design and prototype customer visit monitoring	Monitoring of customer visits / transactions commences	Sep 2016	Head of Transformation
P002 Service Accommodation Review	Project team formed and initial meeting held 31 March	-	-	Head of Transformation
	Meetings held with experts regarding feasibility study	-	-	Director of Resources

<i>Workstream / Project</i>	<i>Progress this period</i>	<i>Actions for next period</i>	<i>Due</i>	<i>Owner</i>
	Cabinet Report approved funding for expert feasibility study 7 April	-	-	Head of Transformation
	TPB approved Project Initiation Document (PID) and specification 20 April	Cabinet (or Leader) to approve PID	May 2016	Chief Executive
	Tender specification issued 26 April	Undertake tender process	May 2016	Director of Resources
P003 Establish Project and Programme Management	Project team formed, initial meeting held and discovery shared 31 March	-	-	Head of Transformation
	Progress discovery activities	Project Initiation Document	Jun 2016	Head of Transformation
P004 Corporate Communications	Core project team formed	-	-	Head of Transformation
	Communications group reps added to project team	Initial meeting scheduled for 16 May	May 2016	Public Relations Manager
P033 Printer Migration	Printer audit and quote for new multi-function devices completed	-	-	Assistant Director, ICT & Facilities Management
	Directorate reps added to project team	-	-	Head of Transformation
	Starting a project team meeting 25 April and tasks agreed	Project Initiation Document	May 2016	Assistant Director, ICT & Facilities Management
	Printer usage audit underway	Analyse printer audit	May 2016	Head of Transformation
Staff transformation training	Training specification agreed and provider secured	-	-	Learning and Development Manager
	Participants for cohort 1 confirmed	-	-	Head of Transformation
	Cohort 1 training day 1 delivered	Deliver second training day 10 May	May 2016	Learning and Development Manager
	Delegate evaluation scheduled	Undertake cohort 1 evaluation 16 May		
	Cohort 2 dates selected and availability of delegates checked	Select participants for cohort 2	May 2016	Head of Transformation
Communications	Updates to staff via corporate intranet, email and District Lines, March & May	Continue regular updates to staff	Apr 2016	Head of Transformation
	TPB agenda and minutes published	Ongoing	Ongoing	Head of Transformation
	Project information available to staff via the Corporate Intranet	Maintain and extend information pages, inc. project management tools	Ongoing	Head of Transformation
	Briefings with Leadership Team	Continue regular briefings	Ongoing	Chief Executive
	Staff Briefing Q&A on transformation with Chief Executive and Leader	Evaluate staff briefing	May 2016	Learning and Development Manager
	Post-election briefing for Councillors 10 May	Briefing for Council to be arranged	Jul 2016	Head of Transformation

<i>Workstream / Project</i>	<i>Progress this period</i>	<i>Actions for next period</i>	<i>Due</i>	<i>Owner</i>
Transformation Programme Board (TPB)	Met 2 and 23 March, 6 and 20 April	-	-	Chief Executive
	Terms of reference agreed	-	-	
	TPB agreed PID	-	-	
	BT initiative (Cllr Lion) meeting held to consider joint working	Seek direction from Chief Executive	May 2016	
Programme Management Office (PMO)	TPB agreed terms of reference	-		Chief Executive
	Initial meeting scheduled 9 May	Hold meeting	May 2016	Head of Transformation
£100k transformation savings	TPB considered Report and agreed actions	Progress agreed projects	Apr 2016	Chief Executive
	Leadership Team considered options and suggested further ideas	-	-	Chief Executive
	TPB refined ideas	PMO to undertake discovery	May 2016	Head of Transformation

Note: TPB – Transformation Programme Board, PMO – Programme Management Office

Milestones overdue

<i>Workstream / Project</i>	<i>Milestone description</i>	<i>Expected end date</i>	<i>Revised end date</i>	<i>Dependent tasks / milestones (Y/N)?</i>	<i>Owner</i>
None					

Escalated issues (including those from the last highlight report not yet resolved)

<i>Item</i>	<i>Issue</i>	<i>Recommended action(s)</i>	<i>Due date</i>	<i>Owner</i>
	None			

Escalated risks

<i>Item</i>	<i>Risk</i>	<i>Recommended action(s)</i>	<i>Due date</i>	<i>Owner</i>
	None			

*** End of Report ***

Report to the Cabinet

Report reference: C-003-2016/17

Date of meeting: 9 June 2016



**Epping Forest
District Council**

Portfolio: Safer, Greener and Transport

Subject: Thrift Cottage, Sewardstone Road, Waltham Abbey - Potential action for neglected Grade II listed building

Responsible Officer: Maria Kitts (01992 564358).

Democratic Services: Gary Woodhall (01992 564470).

Recommendations/Decisions Required:

- (1) To consider the potential courses of action which can be taken to prevent further neglect of the listed building and return it to a good state of repair; and
- (2) To agree to support the proposal to pursue appropriate action to preserve the listed building including the service of appropriate notices and enforcement.

Executive Summary:

Due to growing concern over the poor condition of the grade II listed Thrift Cottage and the potential threat of demolition, Members of the Cabinet requested a report outlining the potential courses of action the Council could take to prevent further neglect, return it to a good state of repair, and secure its future maintenance.

Thrift Cottage is a grade II listed building predominantly dating from the early 19th century, incorporating 18th century fabric and with late 19th and 20th century alterations. It is timber-framed, clad in pebble-dash render under a part plain tile, part pan tile roof. The property neighbours Thrift Hall, also an early 19th century grade II listed building. Both properties were listed in 1974.

The cottage was renovated in the early 21st century, but has been vacant since 1997. Since then it has suffered from a lack of maintenance, leading to water ingress and damage to the historic structure and internal finishes, the failure of the cement based render, vandalism, and the demolition of a single storey rear extension. It is now in very poor condition.

The local planning authority is equipped with certain statutory powers which can be used to secure the future of listed buildings. These are outlined below.

Reasons for Proposed Decision:

As a grade II listed building, Thrift Cottage is considered to be of national importance as well as being of local historic and architectural interest. It has remained unoccupied since 1997 and is in a poor state of repair. Options of both retention and conversion and demolition have been pursued by the owner, but the building has remained neglected. A decision on what action the Council should now take is required owing to the rapid deterioration of the building.

Other Options for Action:

It is likely that an application to demolish the building will be submitted in the near future. If no decision is made on what action to take then the potential loss of the building will be assessed during the application process.

Report:

Significance of Thrift Cottage

1. In 2010 English Heritage assessed the significance of Thrift Cottage as part of their report in response to an application to de-list the building. The outcome was not to de-list the building due to its architectural and historic interest.

2. The report states the following: *Thrift Cottage was considered to have special architectural and historical interest when it was designated in 1974...the building is mainly of early C19 date, but incorporates earlier fabric...Thus this vernacular cottage dates to between 1700 and 1840. Most buildings constructed during this period are designated (DCMS, March 2010). The Selection Guide for Vernacular Houses (English Heritage, March 2007) describes them as a conspicuous and much-loved component of the English landscape, regarded as essential ingredients of local distinctiveness...It continues to possess early C19 flush sash windows on the first floor and one on the ground floor of the façade, features which attest to its age and add interest. Although there have been later C19 alterations to the cottage, its simple two room plan-form is legible. The cottage was constructed as a humble building subservient to, and contemporary with, the Hall immediately adjacent to the north. This strong architectural, functional, and historic group value with the Hall adds considerably to the interest of the cottage and compensates for the alterations to its fabric and form...Thrift Cottage was judged to satisfy the criteria in 1974 and continues to do so today...It should remain on the statutory List.*

3. It should be noted that, as is mentioned in the English Heritage report, the poor condition of the building was not considered when the assessment of the building's architectural and historic interest was carried out.

4. Although paragraph 130 of the National Planning Policy Framework (NPPF) states that "where there is evidence of deliberate neglect of or damage to a heritage asset the deteriorated state of the heritage asset should not be taken into account in any decision", the poor condition of the building should be considered when deciding on the most suitable course of action as a substantial amount of damaged historic fabric will have to be replaced which could potentially adversely affect its significance.

Planning History

5. Planning permission and listed building consent was granted in 2005 for the conversion of the cottage from residential to office use. This included the erection of a two storey rear extension. The permission was never implemented and new applications were made in 2014 for the same scheme. Planning permission was granted however, due to a lack of supporting information with regards to how the development would impact on the historic building and how any harm would be mitigated, listed building consent was refused. This reason for refusal could be very easily overcome. The conversion of the building to office space would provide an appropriate and sympathetic use which would give it viability and ensure its future maintenance.

6. In 2008 an application for the demolition of the building was submitted and refused. This was due to an insufficient structural survey, no information on the historic or architectural

interest of the building, no discussion of possible alternative uses for the building, and no indication that any attempt had been made to market the property.

7. Following this, an application was made to English Heritage to de-list the building in 2010. Given its architectural interest, group value with Thrift Hall, objections from key historic building organisations (including the Ancient Monuments Society and the Society for the Protection of Ancient Buildings), and a structural report from a renowned historic building structural engineer supporting its retention and reuse, the decision was made not to de-list.

8. In 2015 an application for planning permission was made once again for the demolition of the building. This application was withdrawn as the required application for listed building consent was not submitted and there was no evidence that the property had been adequately marketed in an attempt to find a new use. However, pre-application discussions had been held with the Historic Buildings Consultant at Essex County Council who believed demolition could be an appropriate way forward. The application for demolition was supported with a full Heritage Statement and Heritage Impact Assessment which explored the condition of the building, its significance, and options for retention which went some way to providing the 'clear and convincing' justification for loss as required by paragraph 132 of the NPPF.

9. The 2015 Heritage Statement and Heritage Impact Assessment argues that, after assessing the historic and architectural values of the building and examining both the building itself and surviving historical documentation, there is very little merit in the building. It is argued that the building is a "very weak and hugely damaged representative of an Essex style of construction which is far better preserved in hundreds if not thousands of other buildings in the country". It acknowledges the local historical interest of its link to Thrift Hall, but states that there is no architectural cohesion between the two properties, and that the architectural quality of the building is lacking.

10. Despite this, the document recognises that it is possible, as with any structure, to retain and re-build the cottage. The issue lies not in the feasibility of retaining the building, but the high costs involved in doing so and whether the deficit left by retaining, repairing and converting the building would make any proposals economically unviable.

Grant Funding

11. There is no legal obligation for listed building owners to keep their property in a good state of repair. Local authorities can engage in negotiations with the owner of a listed building to encourage repair and reuse before employing their statutory powers. In this case, the principle of converting and extending the building to provide a viable future use by creating practical office space has been agreed but never implemented. The cost of repair and reuse is likely to be a major issue. Grant funding to partially cover the "conservation deficit" of the works could be explored by the owner with support from the Council.

12. Historic England provides grants for some works, however, demand is high and applications for funding are assessed against their priorities. Other sources of funding are published by the Architectural Heritage Fund and the Heritage Alliance. The owner of the building could be encouraged to explore the potential sources of funding.

13. The Conservation Team are allocated a budget of £4000 per annum for the Historic Building Grants Scheme. These grants are reserved for non-residential listed buildings and cover only essential repair or maintenance work up to a maximum grant of £1000. These criteria mean that little financial assistance can be offered to the owner by the Council at this time.

14. Working with the owner to secure grant funding and to find a viable use for the building

may be the most favourable initial action. If nothing comes to fruition then enforcement action through our statutory powers could be pursued.

Statutory Powers

15. If negotiations with the owner fail, local authorities are equipped with several statutory enforcement powers to secure the future of listed buildings. There are substantial financial implications associated with many of these actions, however, the extent of these is unknown at this stage as a structural engineer and quantity surveyor would have to be appointed to assess the present condition of the building, the works required, and the costs of the remedial work. Further costs could be incurred if the serving of a Notice is appealed by the owner or if the works are carried out by the Council (as per the Urgent Works Notice discussed below).

16. Section 54 of the Planning (Listed Buildings and Conservation Areas) Act 1990 enables local authorities to serve Urgent Works Notices. The Council would execute any works which appear to be urgently necessary for the preservation of an unoccupied listed building and to then (under section 55) recover the costs from the owner. In order to serve an Urgent Works Notice the works to be carried out must be urgently necessary, the owner must be given seven days' written notice of the intention to carry out works, and the owner has the right to appeal the Notice if the works are considered unnecessary or the amount is unreasonable.

17. Section 48 of the same Act gives powers to the local authority to serve a Repairs Notice on the owner of a listed building detailing those works considered to be necessary for the preservation of the building. If, after a minimum two month period, it appears that no works are being progressed then the Council can begin compulsory purchase proceedings (as per section 47). However, a Repairs Notice does not commit the Council to proceed to compulsory purchase action as the Repairs Notice can be withdrawn at any time.

18. Section 215 of the Town and Country Planning Act 1990 allows a Section 215 Notice to be served on an owner if the amenity of part of their area, or of an adjoining area, is adversely affected by the condition of land in their area. This can include buildings, and could cover external maintenance of a building.

19. Section 215 Notices can be used in conjunction with Urgent Works Notices and Repairs Notices and can address issues outside the scope of these Notices including poor external maintenance, damaged boundary treatments, accumulated rubbish, and overgrown gardens. In order to serve a Section 215 Notice, it would have to be demonstrated that the land, including the building, is adversely affecting the amenity of the area. For buildings it means that any works would be confined to improving the appearance of the external visible parts and so may not address any fundamental internal structural problems.

Initial Steps

20. Guidance from Historic England suggests that as a first step, owners should be sent an initial letter requesting them to carry out the required remedial works and informing them of the local authority's powers should they fail to do so. It has been found that in some cases the threat of further action is enough to encourage an owner to remedy the situation.

21. If the owner does not respond to this initial approach then the Historic England guidance recommends that the local authority writes to the owner setting out the relevant provisions of the Planning (Listed Buildings and Conservation Areas) Act 1990, or the Town and Country Planning Act 1990, and requesting a site meeting (referring to statutory rights of entry if required). Following the site meeting a second letter containing a draft schedule of repairs considered to be necessary should be sent, including a date for the service of a formal

Notice if the works are not carried out.

Resource Implications:

There are no known instances of Urgent Works Notices, Repairs Notices, or Section 215 Notices in relation to listed buildings being served within the District. Advice would have to be sought from the Legal Team and the Planning Enforcement Team, as well as external advice from a structural engineer and quantity surveyor, in order to fully understand the implications of the potential actions.

Historic England offer advice to local authorities on how to deal with neglected listed buildings and can, in some circumstances, provide financial assistance to local authorities to underwrite Urgent Works Notices or Repairs Notices.

There are clear financial implications if the works are carried out by the Council (Urgent Works Notice) or if the serving of a Repairs Notice resulted in compulsory purchase proceedings. However, without specialist knowledge of the condition of the building and the works required, these costs remain unknown.

Legal and Governance Implications:

Input required from the Conservation Team (Development Management), the Planning Enforcement Team, and the Legal Team.

Safer, Cleaner and Greener Implications:

Decision relates to the management of the historic environment.

Consultation Undertaken:

None

Background Papers:

1. Thrift Cottage listing description
2. English Heritage Advice Report (2010)
3. DPA Heritage Statement and Heritage Impact Assessment (2015)

Risk Management:

If no action is taken, either to pursue enforcement action or to secure a scheme for a high quality replacement building, then the building will deteriorate further with the risk it collapsing.

Any enforcement action will have financial implications. Depending on the action taken, there is a risk of compensation claims against the Council; therefore, any action needs to be based on sound professional opinion (structural engineer etc.) and an understanding of all factors in order to minimise the financial risk.

Due Regard Record

This page shows **which groups of people are affected** by the subject of this report. It sets out **how they are affected** and how any **unlawful discrimination** they experience can be eliminated. It also includes information about how **access to the service(s)** subject to this report can be improved for the different groups of people; and how they can be assisted to **understand each other better** as a result of the subject of this report.

S149 Equality Act 2010 requires that due regard must be paid to this information when considering the subject of this report.

This report is an options appraisal relating to actions the Council could take to preserve a listed building. If a decision is reached on what action is to be pursued only the owner of the building and their agents will be affected. If deemed appropriate, positive action for the improvement of the building will benefit neighbours and visitors to the town. The subject of the report is not considered to affect or result in the unlawful discrimination of any groups.



Epping Forest District Council

Report to Cabinet

Report reference: C-006-2016/17

Date of meeting: 9 June 2016

Portfolio: Leader (Councillor C. Whitbread)

Subject: Corporate Plan Key Action Plan 2015/16 - Outturn

Responsible Officer: B. Copson (01992 564042)

Democratic Services Officer: G. Woodhall (01992 564470)

Recommendations/Decisions Required:

That the Cabinet review the outturn position for 2015-16, in relation to the achievement of the Council's key objectives for 2015/16 – 2019/20.

Executive Summary:

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

The Key Objectives are delivered by an annual action plan, with each year building upon the progress against the achievement of the Key Objectives from previous years. The annual action plans contain a range of actions designed to achieve specific outcomes and are working documents are therefore subject to change and development to ensure the actions remain relevant and appropriate, and to identify opportunities to secure further progress or improvement. Since the Action Plan 2015/16 was agreed by Cabinet in March 2015, five (5) additional actions have been identified as appropriate to progress the Key Objectives during 2015/16, and these were therefore added to the action plan from quarter 2.

Progress in relation to individual actions is reviewed by the Cabinet and the Overview and Scrutiny Committee on a quarterly and outturn basis.

Reasons for Proposed Decision:

It is important that relevant performance management processes are in place to review progress against the key objectives, to ensure their continued achievability and relevance, and to identify proposals for appropriate corrective action in areas of slippage or under-performance. This report presents year-end progress for 2015/16 against the key objectives.

Other Options for Action:

No other options are appropriate in this respect. Failure to monitor and review performance against the key objectives and to consider corrective action where necessary, could have negative implications for the Council's reputation and judgements made about its progress, and might mean that opportunities for improvement were lost. The Council has previously agreed arrangements for the review of progress against the key objectives.

Report:

1. The Corporate Plan 2015-2020 is the Council's highest level strategic document. It sets the strategic direction for the authority for the five year lifetime of the Plan. It focuses on a number of key areas that the Council needs to focus on during that time and helps to prioritise resources to provide quality services and value for money. These key areas are known as the Corporate Aims and are supported by a set of Key Objectives which represent the Council's high-level initiatives and over-arching goals to achieve the Corporate Aims. The Key Objectives are in turn, delivered via an annual Key Action Plan.
2. The Key Action Plan 2015/16 is populated with actions or deliverables designed to secure progress against each of the Key Objectives during 2015/16. During the subsequent years in the lifetime of the Key Objectives, annual action plans will be developed which build on progress achieved during preceding years.
3. The annual action plans are working documents and are therefore subject to change and development to ensure that the actions remain relevant and appropriate, and to identify opportunities to secure further progress or improvement. Since Cabinet agreed the action plan in March 2015, five (5) additional actions have been identified as appropriate to progress the Key Objectives during 2015/16, and these were therefore added to the action plan from quarter 2.
4. Progress against the Key Action Plan is reviewed on a quarterly basis to ensure the timely identification and implementation of appropriate further initiatives or corrective action where necessary. A schedule detailing outturn progress against the fifty-five (55) individual actions of the 2015/16 Key Action plan, is attached as Appendix 1 to this report. In reporting progress, the following 'status' indicators have been applied to the individual actions as appropriate for year-end position:

Achieved (Green) - specific deliverables or actions were completed or achieved in accordance with in-year targets; and

Behind Schedule (Red) - specific deliverables or actions were not completed or achieved in accordance with in-year targets.

5. At the end of the year:
 - 36 (65%) of the individual deliverables or actions supporting the key objectives had been achieved;
 - 19 (35%) of the deliverables or actions were not completed by year-end albeit significant progress has been made. Details of the progress made are set out in the comments against the individual deliverables or actions in the attached schedule.
6. The Cabinet is requested to review year-end progress against the Key Action Plan 2015/16 to deliver the Key Objectives for 2015/2020. This report will also be considered by the Overview and Scrutiny Committee at its meeting on 7 June 2016. The views of the Scrutiny Committee will be reported to Cabinet on 9 June 2016.

Resource Implications:

Resource requirements to achieve specific actions during 2015/16 will have been identified by the responsible service director 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 key 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 key objectives will have been identified by the responsible service director/chief officer.

Consultation Undertaken:

Current progress in respect of each of the key objectives has been reviewed by Management Board (4 May 2016) and will be considered by the Overview and Scrutiny Committee on 7 June 2016.

Background Papers:

Progress against actions during 2015/16 as set out in this report, has been submitted by each responsible service director direct to the 'Ten' performance management system. Year-end progress submissions for 2015/16 and relevant supporting documentation is held by responsible service directors.

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 key objectives will have been identified by the responsible service director.

Due Regard Record

SUBJECT: Corporate Plan Key Action Plan 2015/16 – Outturn

REPORT TO: Cabinet (9 June 2016)

Date/Officer	Summary of equality analysis
9 May 2016 B Copson	An overriding aim of the Key Objectives is to improve outcomes and circumstances for all sections of the community. The annual Key Action Plan provides an opportunity to focus attention on how areas for improvement will be addressed, opportunities exploited and better outcomes delivered over the coming year. There are no equality implications arising from the specific recommendations of this report. Relevant implications arising from individual actions will be identified and considered by the responsible service director.

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(i) (a) To ensure that the Council’s Medium Term Financial Strategy plans to meet the Council’s financial and service requirements for any forward five year period, whilst minimising any reliance on Government funding.

Action	Lead Directorates	Target Date	Status	Progress
1) - Deliver the savings identified for 2015/16 in the business cases approved by Members.	Management Board	31-Mar-16	Achieved	<p>Q1 (2015/16) Savings are on track at the end of Q1. Quarterly financial reporting of cumulative savings will be presented to Management Board to monitor progress. Most of the savings identified involved restructuring actions that have already been implemented in Q1.</p> <p>Q2 (2015/16) Savings plan remains on track and within budget in Q2.</p> <p>Q3 (2015/16) Savings plan remains on track and within budget in Q3.</p> <p>Q4 (2015/16) Savings achieved for the year</p>
2) - Progress preparations for delivering the savings identified for 2016/17 within the Medium Term Financial Strategy.	Management Board	31-Mar-16	Achieved	<p>Q1 (2015/16) The 2016/17 budget process will follow a similar cycle to last year. The Director of Resources has already produced a financial issues paper and an outline MTFS to kick the process off. Savings targets will be considered at a Leadership Team meeting in the autumn.</p> <p>Q2 (2015/16) Preparations on track. New Head of Transformation recruited to assist with transformational change.</p> <p>Q3 (2015/16) Scoping paper for Transformation Project approved by Cabinet. Project Initiation Document in preparation and Transformation methodology being discussed. Financial Settlement notified in December and financial issues paper will be discussed with Cabinet in January.</p> <p>Q4 (2015/16) Short term savings suggestions put forward by staff have been collated by the programme management office and considered by the transformation board. Many of these are transactional rather than transformational but where appropriate will be implemented to deliver savings. It is anticipated that longer term customer service improvements and efficiencies will be generated by the two initial projects reviewing customer contact and office accommodation.</p>
3) - Develop additional business	Management Board	30-Sep-15	Achieved	<p>Q1 (2015/16) Several ideas have come forward and these are now being worked up into business cases.</p>

cases, through a structured approach, to address the need for net savings in subsequent years.					<p>Q2 (2015/16) Business cases for Grass Cutting Equipment, LED Lighting, Rental Loans and Self-Serve Cash Kiosks have been put forward. All will generate operational savings.</p> <p>Q3 (2015/16) Business cases approved and implementation under way.</p> <p>Q4 (2015/16) Additional savings list reviewed by Transformation Board and in the process of further evaluation. Projects already identified in Q2 are completed or near to completion.</p>
4) - Commence the budget cycle early again next year with an updated MTFS to take account of any changes following the general election.	Resources	31-Jul-15		Achieved	<p>(Q1 2015/16) A meeting of the Finance Cabinet Committee has been arranged for 20 July and the agenda will include the Financial Issues Paper.</p> <p>(Q2 & Q3 & Q4 2015/16) The Finance Cabinet Committee met as scheduled to commence the budget cycle with the Financial Issues Paper.</p>

(i) (b) To continue to review and develop the Council’s own assets and landholdings for appropriate uses, in order to maximise revenue streams and capital receipts, and to deliver the following key projects:

- The Epping Forest Shopping Park, Loughton
- St John’s Redevelopment Scheme, Epping
- Council Housebuilding Programme
- North Weald Airfield

Action	Lead Directorates	Target Date	Status	Progress
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<p>1) Complete Phase 1 of the Council Housebuilding Programme to provide 23 new affordable rented homes in Waltham Abbey.</p>	<p>Communities</p>	<p>31-Dec-15</p>	<p>Behind Schedule</p>	<p>(Q1 2015/16) The contractor has commenced construction works. However, the development has been delayed, mainly due to the time it took for the contractor to put a performance bond in place. There are also on-going discussions with the contractor about responsibility for some additional costs, all of which are due to be considered by the Council Housebuilding Cabinet Committee on 27th July 2015.</p> <p>(Q2 2015/16) Having regard to legal advice, the Council Housebuilding Cabinet Committee agreed that no additional costs should be paid to the contractor and that, if the works go beyond the date of Practical Completion without good reason, Liquidated and Ascertained Damages (LASDs - allowed for in the contract) should be applied to compensate the Council for the loss of expected rent from the new properties. Progress with the works continues to be slow and behind programme. Practical Completion is in November 2015, when a Certificate of Non-Completion will be issued in accordance with the contract provisions - following which it is considered inevitable that LADs will be applied.</p> <p>(Q3 2015/16) Progress with the works continues to be slow and behind programme. A Certificate of Non-Completion was issued to the Contractor in November 2015, and Liquidated and Ascertained Damages have been deducted from contract payments since that time. A formal claim for an extension of time has been received from the contractor, which is currently being assessed by the Council's Development Agent and their consultants.</p> <p>(Q4 2015/16) The Council's consultants have considered the contractor's claim for the extension of time, and have assessed that no extension time is due. Liquidated and Ascertained Damages to be deducted from payments to the contractor.</p>
<p>2) Complete the major refurbishment scheme at Marden Close, Chigwell Row to convert 20 difficult-to-let bedsits and a communal hall into 12 self-contained flats.</p>	<p>Communities</p>	<p>30-Sep-15</p>	<p>Achieved</p>	<p>(Q1 2015/16) The refurbishment/conversion scheme is due for completion in October 2015</p> <p>(Q2 2015/16) The works have been completed.</p> <p>(Q3 2015/16) As Q2</p> <p>(Q4 2015/16) As Q3</p>

<p>3) Secure planning permission and commence Phase 2 of the Council Housebuilding Programme to provide up to 52 new affordable rented homes at Burton Road, Loughton.</p>	<p>Communities</p>	<p>31-Aug-15</p>	<p>Achieved</p>	<p>(Q1 2015/16) Following refusal by the Area Plans Sub-Committee of planning permission to provide 52 new affordable homes, a revised planning application for 51 new affordable homes has been submitted and is awaiting determination by the District Development Management Committee.</p> <p>(Q2 2015/16) Full Council granted planning permission in September 2015. Tenders have been invited and tender returns are awaited.</p> <p>(Q3 2015/16) Tenders are due to be considered at the Council Housebuilding Cabinet Committee on 19th January 2016, with a view to works commencing end February / beginning of March 2016.</p> <p>(Q4 2015/16) Mulalley and Co have been appointed as the Council’s contractor. Contracts were signed in March 2016, following the required Performance bond being out in place, and the contractor took possession of the site in March 2016, with view to and commencing works in June 2016.</p>
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<p>4) Negotiate and complete the St John’s redevelopment Scheme at Epping, and identify a suitable location within the District to which the Housing Repairs Service can be relocated from the Epping Depot.</p>	<p>Neighbourhoods</p>	<p>30-Sep-15</p>	<p>Behind Schedule</p>	<p>(Q1 2015/16) The Diocese has agreed to relax the Covenant on Lindsay House and the terms of disposal to Essex County Council have been agreed. The legal documentation regarding the purchase and subsequent sale of the St John's Road Site to 'Frontier Developments', is largely complete. Awaiting final agreement by the County Council's Cabinet in early September 2015. Legal advice has been sought regarding State Aid. A potential alternative site for a new Housing Repairs Centre, to which the facilities at the Epping Depot at the St Johns Rd site (together with the Housing Assets staff currently based at the Civic Offices, Epping) could relocate is under consideration.</p> <p>(Q2 2015/16) A clarification was sought by the Secretary of State which has delayed the receipt of State Aid approval. An update on the project was given to the Asset Management Cabinet Committee in October. The outstanding issue in relation to the purchase of Essex County Council's interest is in relation to an overage agreement protecting the County, in the event that a higher volume scheme is developed. The District Council are seeking to implement steps to ensure any scheme is mixed-use and in accordance with the agreed Design and Development Brief. A report on the potential relocation of the Housing Repairs Service to a site in North Weald, is due to be considered by the Cabinet in November 2015.</p> <p>(Q3 2015/16) Secretary of State Approval of State Aid Application was received in November. Negotiation still yet to conclude with respect to the overage agreement required by Essex County Council to protect their interests in the event that a higher value scheme is ultimately developed and/or the developer stands to make excess profit.</p> <p>(Q4 2015/16) Negotiations have concluded with respect to the overage agreement and are awaiting final approval by Essex County Council’s Cabinet Committee.</p>
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<p>5) Work in partnership with Moat Housing to commence the development of the Council garage site at Vere Road, Loughton to provide up to 15 affordable rented homes, together with up to 14 additional parking spaces to facilitate the development of the adjacent site of the former Sir Winston Churchill PH.</p>	<p>Communities</p>	<p>31-Mar-16</p>		<p>Behind Schedule</p>	<p>(Q1 2015/16) The Director of Communities is working with Moat Housing on the arrangements for the proposed development, including the design (on which ward members will be consulted). EFDC's Legal Services are also close to completing the first draft of the required lease.</p> <p>(Q2 2015/16) Following the announcement as part of the Chancellor's Summer Budget (now included within the Welfare Reform and Work Bill) that all social landlords must reduce their rents by 1% per annum for the next 4 years, Moat has had to revise its financial appraisal for the development. This has resulted in a position where the Council was due to receive a capital receipt of £425,000 transferring the land to Moat for the development, to Moat now being unable to provide a capital receipt if all the properties continue to be provided at affordable rents as originally proposed. Officers are currently considering the implications of this; one option is that the Council considers undertaking the development itself. In the meantime, progress with the development has been delayed.</p> <p>(Q3 2015/16) It is intended to submit a report to the Asset Management and Economic Development Cabinet Committee on a proposal to add the site to the Council Housebuilding Cabinet Committee, once discussions with the developer on parking arrangements for the private development on the site of the former Sir Winston Churchill PH have been considered.</p> <p>(Q4 2015/16) Discussions with the developer on the proposed parking have nearly been concluded, and it is planned to report to the Asset Management and Economic Development Cabinet Committee on 14th July 2016.</p>
<p>6) Seek to vacate the Council's Hemnall Street Offices, Epping in order to redevelop/let the premises, by relocating Community Services staff to office accommodation to</p>	<p>Management Board Communities</p>	<p>31-Mar-16</p>		<p>Behind Schedule</p>	<p>(Q1 2015/16) Awaiting space to become available at both the Civic Offices, Epping and the Epping Forest Museum, Waltham Abbey (when the extension/refurbishment is completed in Jan/Feb 2016)</p> <p>(Q2 2015/16) It is planned that a report will be presented to the Cabinet in November 2015, proposing a Council-owned site where a new Repairs and Maintenance Hub could be constructed - to which both the Housing Repairs Service (currently based at the Epping Depot) and the Housing Assets Team (currently based at the Civic Offices, Epping) could be co-located. Not only would this achieve a number of operational objectives, it would also enable the Epping Depot to be vacated (allowing the redevelopment of the St. Johns area of Epping to proceed) and office accommodation on the ground floor of the Civic Offices to be freed-up (in accordance with the Council's planned Accommodation Strategy).</p>

<p>be purchased close to Epping Forest District Museum, Waltham Abbey, and at the Civic Offices through the freeing-up of Council accommodation.</p>				<p>(Q3 2015/16) At its meeting in December 2015, Cabinet agreed in principle to build a new Repairs and Maintenance Hub, to which the Housing Assets Team based at the Civic Offices will relocate, and the design is being progressed by the Council's consultants. In the meantime, Community Arts staff based at Hemnall Street have relocated to the expanded and refurbished Epping Forest Museum, freeing-up some office space at Hemnall Street.</p> <p>(Q4 2015/16) Community Health and Wellbeing staff continue to be accommodated at Hemnall Street, awaiting space to be freed up at the Civic Offices. In the meantime, the planning application for the construction of the proposed Repairs and Maintenance Hub has been submitted</p>
<p>7) Review all licence arrangements at North Weald Airfield.</p>	<p>Neighbourhoods</p>	<p>30-Apr-15</p>	<p>Behind Schedule</p>	<p>(Q1 2015/16) As a result of the marketing exercise undertaken by Savills, three expressions of interest have been obtained from potential Development Partners to increase aviation activity and revenue. Interviews are being held in late August, with the intention of reporting to the Asset Management Cabinet Committee in October 2015.</p> <p>(Q2 2015/16) The Asset Management Cabinet Committee received a presentation from the Council's consultants, Savills, on the three proposals received as a result of the soft marketing exercise undertaken to identify a potential aviation partner. From the presentation, a clearer indication was received from Members on the key considerations that they would like taken on board in any further procurement exercise. This will be reported to a future Cabinet.</p> <p>(Q3 2015/16) As the soft market testing did not constitute a formal procurement process, a concessionary contract in accordance with OJEU is to be tendered to the wider aviation market. Advertising due to take place in March 2016.</p> <p>(Q4 2015/16) work has still to conclude on the preparation of the concessionary contract documentation for the operational partner due to demand on resources for other major procurement and development projects. However, additional new resource appointed within Estates and Asset Management Team to address any outstanding issues with existing aviation and commercial tenants.</p>

<p>7) (a) To appoint an experienced development partner with the skills to assist the Council in maximising the benefit of its assets at North Weald Airfield to generate additional sources of revenue.</p>	<p>Neighbourhoods</p>	<p>31-Oct-15</p>		<p>Behind Schedule</p>	<p>New action from Q2:</p> <p>(Q2 2015/16) Following the presentation of the three proposals received as a result of the soft market testing exercise to the Asset Management Committee in October, a further report will be made to Cabinet in January 2016, recommending next steps to undertake a more formal procurement exercise.</p> <p>(Q3 2015/16) As above in 7).</p> <p>(Q4 2015/16) As above in 7</p>
<p>8) Progress the Epping Forest Shopping Park scheme in association with Member decisions.</p>	<p>Neighbourhoods</p>	<p>31-Mar-16</p>		<p>Achieved</p>	<p>(Q1 2015/16) The Council has acquired the interest of its previous Development Partner 'Polofind Ltd'. Project Team now working directly to EFDC. Main contract being let in accordance with OJEU Regulations. Highways Contract due to be tendered by end of August 2015 with practical construction work due to commence February 2016. Anchor Tenants largely secured. Still aspiration to open for the Christmas Trading Period in 2016.</p> <p>(Q2 2015/16) The contract for the S278 Highways Works is due to be let at the end of October 2015, with the main construction contract under OJEU procurement regulations following shortly afterwards. A special Cabinet is to be held on the 11 January 2016 to appoint the successful tenderer for the main construction contract. It is hoped to have pre-let contracts in place with anchor retail tenants by the end of the year, in advance of the construction contract being awarded.</p> <p>(Q3 2015/16) The Contract for the S278 Highways Work will be considered by Cabinet in January 2016. Unfortunately no tenders were received for the construction of the main retail park. It is intended to re-advertise under the "restricted" OJEU process in January 2016. Progress continues to be made in securing anchor tenants. The timescale for the Shopping Park opening will need to be revised due to the delays, now likely to be Easter 2017.</p> <p>(Q4 2015/16) Advertising under the restricted OJEU process has taken place with a shortlist of Contractors selected on the basis of the Pre-Qualification Questionnaires returned. The tenders are due to be returned in early May with an anticipated formal award to the successful contractor for the construction of the Shopping Park at the end of June 2016.</p>

(i) (c) To explore appropriate opportunities to make savings and increase income through the shared delivery of services with other organisations, where such arrangements would provide improved and/or more cost effective outcomes.

Action	Lead Directorates	Target Date	Status	Progress
1) Work with 5 neighbouring councils, through a consortium arrangement, to renew the contract and service arrangements for the Shared Housing Register Management Service, in order to continue to share the Service's costs and improve service delivery.	Communities	31-Jan-16	Achieved	<p>(Q1 2015/16) Following a detailed EU Competitive Dialogue process, the Herts & Essex Housing Options Consortium (HEHOC) has selected the existing provider, LHS, on the basis of price and quality, to provide the service under a new contract. The Housing Portfolio Holder has formally agreed to award the Council's contract to LHS and the legal contract documentation is currently being prepared for signature.</p> <p>(Q2 2015/16) Procurement and legal work continues to finalise the arrangements, in accordance with the original timetable.</p> <p>(Q3 2015/16) The new contract with LHS has been completed under seal, with effect from 4th January 2016.</p> <p>(Q4 2015/16) As Q3</p>
2) Approach neighbouring authorities to carry out checking and vetting of Building Control plans through partnership working.	Governance	31-Jan-16	Achieved	<p>(Q1 2015/16) Continue to partner with architects in respect plan checking work taking place in other authorities and we are adding partners to our list which is bringing in more work and income. Weston Homes continue to be our biggest partner.</p> <p>(Q2 2015/16) This process is continuing and the list has been added to during the second quarter. Building Control income is on an upward trend.</p> <p>(Q3 2015/16) We continue to add to the list and income continues to remain above increased budget target.</p> <p>(Q4 2015/16) Finished year above revised target and we continue to add partners to our list of those we work with</p>
3) Review the shared opportunities with the Public Law	Governance	31-Mar-16	Achieved	<p>(Q1 2015/16) Ongoing – staff attend quarterly meetings with the PLP and special interest groups. Use of shared library and reduced costs for training are explored and utilised.. Monitoring Officer investigations are both conducted by EFDC or on our behalf through the</p>

<p>Partnership:</p> <ul style="list-style-type: none"> • to pool knowledge when implementing legislative change, • to work towards standardising documentation used in the provision of services across the partnership, and • to take advantage of reductions in the costs of on-line library services and training which are negotiated by the partnership. 					<p>PLP.</p> <p>(Q2 2015/16) We continue to respond to requests from other Councils. A review of partnerships is underway by Internal Audit and the Legal section is participating with this in connection with the PLP in particular.</p> <p>(Q3 2015/16) We continue to benefit from online libraries and precedents. Audit completed and awarded Substantial Assurance.</p> <p>(Q4 2015/16) We continually review potential opportunities. As members of the Public Law Partnership we can negotiate economies of scale, for example access to research books. We also share legal advice and strategies for common issues.</p>
<p>4) Explore the possibility of sharing an integrated HR/Payroll IT system with other authorities.</p>	Resources	30-Sep-15		Achieved	<p>(Q1 2015/16) Work is progressing with Braintree and Colchester and a common specification has been agreed for a new system.</p> <p>(Q2 2015/16) Procurement has been delayed by legal issues at one of the partner authorities. We are working to resolve these issues and still hope to proceed with a joint procurement.</p> <p>(Q3 2015/16) The first set of tenders was not acceptable so it has been necessary to re-tender the joint procurement.</p> <p>(Q4 2015/16) The joint procurement with Braintree and Colchester has been completed successfully and generated savings on both the anticipated capital cost and annual licence fees. A common implementation plan is now underway.</p>
<p>5) Explore providing payroll services to other authorities.</p>	Resources	31-Mar-16		Behind Schedule	<p>(Q1 2015/16) This was intended to follow on from the implementation of the new system. However, one authority in Essex is having difficulties and initial discussions have been held with them to provide support.</p> <p>(Q2 & Q3 2015/16) The other authority mentioned at Q1 decided to pursue other options.</p>

					<p>We will respond positively to any approaches but will not actively seek opportunities until the new system has been implemented.</p> <p>(Q4 2015/16) As per previous item, joint implementation now underway and on completion we can investigate any commercial opportunities.</p>
6) Explore providing an audio typing service to other authorities.	Resources	31-Mar-16		Achieved	<p>(Q1 2015/16) An approach had been received from Harlow but it was not possible to reach any agreement. Opportunities will now be explored with other authorities.</p> <p>(Q2, Q3 & Q4 2015/16) No fresh opportunities have arisen.</p>
7) Identify additional Council services that may benefit from a shared provision with other organisations (either provided by the Council or others), to reduce costs, create income and/or improve service delivery.	Management Board	31-Mar-16		Achieved	<p>(Q1 2015/16) Not due yet - some early conversations about potential opportunities identified have taken place.</p> <p>(Q2 2015/16) Not due yet - some early conversations about potential opportunities identified have taken place.</p> <p>(Q3 2015/16) Director of Governance has made some good progress in joint audit services with Harlow and Broxbourne. Meeting scheduled with Brentwood in January 2016 to consider potential opportunities.</p> <p>(Q4 2015/16) Scoping of joint service provision under way after a very positive meeting with the Leader and Chief Executive of Brentwood. Harlow and Uttlesford have also expressed an interest in exploring potential opportunities.</p>
7) (a) Undertake a review of NEPP Off Street Parking arrangements	Management Board	31-Mar-16		Achieved	<p>New action from Q2:</p> <p>(Q2 2015/16) The Council has commissioned a review of off street parking which will be reported to Cabinet in December 2015.</p> <p>(Q3 2015/16) The results of the review of off street parking recommended that the Council would achieve better value for money if it was to withdraw from NEPP and seek an alternative provider. Cabinet to formally consider on the 11 January 2016.</p> <p>(Q4 2015/16) Cabinet having formally considered the implications of withdrawal from NEPP</p>

				with regard to off street parking, and agreed to give the requisite 12 month notice to the partnership. This has now been served and the procurement process for a new contractor to manage the Council's car parks has commenced.
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(ii) (a) To produce a sound Local Plan, following consultation with local residents and working with neighbouring councils, that meets the needs of our communities whilst minimising the impact on the District's Green Belt.

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Action	Lead Directorates	Target Date	Status	Progress
1) Update the Council's Housing Strategy, following production of the Preferred Options for the Local Plan.	Communities	31-Dec-15	Behind Schedule	(Q1 2015/16) Awaiting production of the Local Plan Preferred Options. (Q2 2015/16) As Q1. (Q3 2015/16) As Q2. In the meantime, a new Housing Strategy Key Action Plan has been approved for the forthcoming year (2016). (Q4 2015/16) As Q3
2) Complete the gathering of information to form the evidence on which key decisions will be taken as part of the Local Plan.	Neighbourhoods	30-Apr-15	Behind Schedule	(Q1 2015/16) Local Development Scheme agreed by Cabinet in June. Preferred Options targeted for Autumn 2016. Cabinet to consider Green Belt Review Stage 1 in September 2015 with Stage 2 to be completed by the end of the year. (Q2 2015/16) Green Belt Review Stage 1 considered by Cabinet in September 2015. Consultants have been engaged to undertake Stage II which is targeted to be completed by the end of the year. (Q3 2015/16) Green Belt Review Stage 1 is now complete. Work has commenced on Stage 2 due to complete March 2016. Urban capacity study commissioned and scheduled to present outcomes to Members in February 2016. (Q4 2015/16) Results of urban capability study have been considered by Members. Duty to co-operate continues to meet. Preferred Approach consultation due to commence in Autumn 2016.

<p>3) Agree on objectively assessed Housing and Employment Need for the Local Plan Period.</p>	<p>Neighbourhoods</p>	<p>30-Apr-15</p>	<p>Behind Schedule</p>	<p>(Q1 2015/16) The Strategic Housing Market Area Assessment is due to be considered by the Duty to Co-operate Board on the 22 September 2015. A series of workshops are planned before the Council seeks to formally submit the Objectively Assessed Housing and Employment Need conclusions, into the Local Plan Evidence Base, at its Cabinet Meeting in October 2015.</p> <p>(Q2 2015/16) The Cabinet has accepted the Strategic Housing Market Area Assessment into the evidence base for the Local Plan. This study identified an Objectively Assessed Housing Need of 11,300 for the plan period. Work is ongoing with partner authorities, under the duty to co-operate, to work towards the housing target. A series of Member Workshops are being held in the Autumn on various policy considerations.</p> <p>Q3 (2015/16) Member Workshops have been successfully run and well attended by both District and Town/Parish Members. Duty to Co-operate Board and Officer Working Group continuing to work effectively.</p> <p>(Q4 2015/16) As per Q2 and Q3.</p>
<p>4) Agree a Draft Local Plan and undertake the appropriate sustainability appraisal.</p>	<p>Neighbourhoods</p>	<p>30-Jun-15</p>	<p>Behind Schedule</p>	<p>(Q1 2015/16) The sustainability appraisal work has commenced and due to completion in the early Autumn. Cabinet has agreed to the initial CIL Assessment.</p> <p>(Q2 2015/16) Sustainability appraisal work has now been completed. Work on CIL is ongoing.</p> <p>(Q3 2015/16) As per Q1 and Q2.</p> <p>(Q4 2015/16) As per Q1, Q2, Q3.</p>
<p>4a) To undertake Phase I of a comprehensive Green Belt Review as a key component of the local Plan evidence base.</p>	<p>Neighbourhoods</p>	<p>31-Jul-15</p>	<p>Achieved</p>	<p>New action from Q2:</p> <p>(Q2 2015/16) Phase 1 of the Green Belt Review was reported to the Cabinet in September 2015. Consultation commissioned for Phase II to be completed in January 2016.</p> <p>(Q3 2015/16) Sustainability appraisal work completed and demonstrated the potential for CIL. CIL levels yet to be determined.</p>

					(Q4 2015/16) with work completed on Phase I in September 2015, Phase II now largely complete following consultation with Town and Parish Councils, whose feedback is being incorporated, as appropriate, into the final report.
5) Undertake the Preferred Approach Consultations.	Neighbourhoods	30-Sep-15		Behind Schedule	<p>(Q1 2015/16) Preferred Approach Consultation was according to the current LDS programmed to take place in July to September 2016. Extended consultation on the 1st Phase of the Green Belt Review is likely delay this phase of the Local Plan. Preferred Approach Consultation now likely to start 10 weeks of consultation in early September 2016.</p> <p>(Q2 2015/16) As per Q1.</p> <p>(Q3 2015/16) As per Q1 & Q2.</p> <p>(Q4 2015/16) Preferred Approach due for consultation in the Autumn of 2016.</p>
6) Submit the Final Local Plan to the Planning Inspectorate for Examination.	Neighbourhoods	30-Nov-15		Behind Schedule	<p>(Q1 2015/16) Final Plan to be submitted to Planning Inspectorate in October 2017 with a potential Examination in Public in early 2018, dependent on Planning Inspector availability, with adoption in September 2018 if found sound.</p> <p>(Q2 2015/16) As per Q1.</p> <p>(Q3 2015/16) As per Q1 and Q2.</p> <p>(Q4 2015/16) Target date of October 2017 remains as per current LDS but will be kept under review</p>

(ii) (b) To increase opportunities for sustainable economic development within the District, in order to increase local employment opportunities for residents

Action	Lead Directorates	Target Date	Status	Progress
1) Consider the practicalities of revising procurement arrangements to encourage/require contractors to employ local residents for Council contracts.	Resources	31-Dec-15	Achieved	<p>(Q1 2015/16) An updated Procurement Strategy was approved by the Finance Cabinet on 19 March 2015. Revisions to procurement arrangements will be considered when implementing the strategy.</p> <p>(Q2 2015/16) A working party is undertaking a significant updating of Contract Standing Orders. Currently the requirements relating to local businesses are contained in CSO 1.</p> <p>(Q3 2015/16) Revised procurement rules are scheduled to go to the Constitution Working Party in late January.</p> <p>(Q4 2015/16) The revised procurement rules will go to Council for approval in April 2016</p>
2) Incorporate the findings of the Economic Development Study into the Local Plan Evidence base with a view to determining future Employment Need.	Neighbourhoods	30-Apr-15	Achieved	<p>(Q1 2015/16) The future employment needs of the District have been assessed as part of the work undertaken to develop the Strategic Housing Market Area Assessment which also addresses employment. Due to be considered by Cabinet in October 2015.</p> <p>(Q2 2015/16) Cabinet adopted the employment needs of the District as part of the SHMAA report considered in October 2015.</p> <p>(Q3 2015/16) As per Q2.</p> <p>(Q4 2015/16) As per Q3</p>
3) After consultation on Preferred Options to allocate Employment land within the Council's Local Plan.	Neighbourhoods	30-Nov-15	Behind Schedule	<p>(Q1 2015/16) Employment policies and site allocations will be made after consideration as part of the Preferred Options exercise. Scheduled for Autumn 2016. Council to consider Publication Plan in March 2017.</p> <p>(Q2 2015/16) As per Q1.</p> <p>(Q3 2015/16) As per Q1 and Q2.</p>



					(Q4 2015/16) As per Q1, however, the Preferred Approach consultation timetable is under and now likely to be in the Autumn of 2016.
4) Develop and implement a new Economic Development Plan for the District, building on the work that has been undertaken with regard to individual Town Centres.	Neighbourhoods	31-May-15		Achieved	<p>(Q1 2015/16) Work is ongoing with respect to the development of the Economic Development Plan. A key decision which will be central to the plan, is the employment requirements identified through the SHMA. The Plan is now anticipated in December 2015.</p> <p>(Q2 2015/16) The employment needs have now been identified, with the Economic Development Plan now anticipated in January 2016.</p> <p>(Q3 2015/16) Economic Development Plan due for completion in March 2016.</p> <p>(Q4 2015/16) Economic Development and Employment Policies drafted for inclusion in the Local Plan.</p>
5) Continue to support the work of Local Business Partnerships to support the local economy and generate additional local employment opportunities.	Neighbourhoods	(not specified)		Achieved	<p>(Q1 2015/16) Work is ongoing to support Local Business Partnerships through attendance at Town Centre Partnerships, the publication of Business Briefings and organisation of networking events. The work in relation to Superfast Broadband will be of significant benefit to businesses in rural areas.</p> <p>(Q2 2015/16) The Rural Challenge Broadband Scheme has been awarded to Gigaclear whose roll out is due to commence at the beginning of November 2015. This will provide a significant improvement to broadband speed for rural businesses as well as residents.</p> <p>(Q3 2015/16) Work continues with partners to promote economic development in the District. Initial meeting of local Economic Development Board held.</p> <p>(Q4 2015/16) As per Q3</p>
5a) To continue to be proactively involved in the delivery of the Essex Superfast Broadband Project initiative to support	Neighbourhoods	31-Mar-16		Achieved	<p>New action from Q2:</p> <p>(Q2 2015/16) Essex Rural Broadband Project is rolling out in November 2015.</p> <p>(Q3 2015/16) First customers for the Gigaclear Rural Challenge rollout are anticipated to be connected to Superfast Broadband by Christmas 2015.</p>

business generally, but in particular in Rural Area.					(Q4 2015/16) Superfast Broadband project continues to roll-out successfully in rural areas, with good level of uptake and customer satisfaction.
6) Continue with the Council's apprenticeship scheme for the district's young people, providing sustainable employment opportunities.	Resources	30-Sep-15		Achieved	(Q1 2015/16) A new cohort will be recruited during 2015. The council is in discussion with partners to see if it is possible to expand the apprenticeship scheme. (Q2, Q3 & Q4 2015/16) A new cohort has now been recruited, with two of the posts being part funded from the Community Fund established by our partnered housing associations.

(ii) (c) To deliver the Council's new Leisure and Cultural Strategy, in order to maximise participation and value for money in the provision of leisure and cultural services to local residents and visitors.

Action	Lead Directorates	Target Date	Status	Progress	
1) Complete the extension and major refurbishment of the Epping Forest District Museum, Waltham Abbey and open to the public.	Communities	31-Dec-15		Achieved	(Q1 2015/16) Good progress continues to be made, with an estimated completion date for works in October 2015, to be followed by the 3/4 month fit-out period prior to opening in Jan/Feb 2016. (Q2 2015/16) Good progress continues to be made and officers continue to be impressed with the contractor and architects, as well as the quality of the works. However, due to delays with the installation of the new lift and other unforeseen complications, the contract completion date is now 23.12.15. The Public Opening is now planned for March 2016. Most of the associated costs of the delay can be covered by the contract contingencies, but the associated increase in fees is likely to result in a small overspend on the final out-turn. (Q3 2015/16) Practical Completion was achieved on 22nd December 2015. Snagging works are currently being undertaken. Fitting-out has now commenced and the Museum staff are now in the process of transferring exhibits back to the Museum. The Public Opening is scheduled for 19th March 2016, with a Key Stakeholders Event planned for 17th March 2016.

					(Q4 2015/16) The Public Opening took place on 19 th March 2016 as planned, and the refurbished Museum has received widespread acclaim.
2) Work in partnership with Waltham Abbey Town Council to investigate the feasibility of developing a new leisure/community hub at Hillhouse, Waltham Abbey.	Communities Neighbourhoods	31-Mar-16		Achieved	<p>(Q1 2015/16) Initial discussions continue to be held at officer level between EFDC, WATC, Essex CC and NHS England on potential community/leisure development opportunities for the locality around Hillhouse. Initial costings have been produced by Essex CC's consultants (funded by Essex CC) to inform the discussions. The intention is to come forward with a report to Cabinet in the Autumn proposing, and seeking funding for, the joint appointment of consultants to formulate a Masterplan, on which local residents can be consulted, prior to consideration/adoption by the Cabinet.</p> <p>(Q2 2015/16) Good progress continues to be made by EFDC, Essex CC and NHS England on the initial plans for the provision of a proposed leisure/community hub for the area. Essex CC has agreed to fund the appointment of Master-planning Consultants to formulate a Draft Masterplan for the area on what could be provided, on which a public consultation exercise would be undertaken. Fee submissions from suitably-experienced consultants are currently awaited. A report will be brought forward to Cabinet on the proposals in due course, prior to the proposed Public Consultation Exercise.</p> <p>(Q3 2015/16) JTP Consultants have been appointed to undertake the Master-planning Exercise, and the required sub-consultants are in the process of being sourced and appointed. Cabinet has agreed that EFDC's contribution for the exercise should be funded from the Local Plan Budget. The Project Group has agreed that a Community Consultation Event should be held as part of the development of the Master Plan.</p> <p>(Q4 2015/16) JTP Consultants have held three Key Stakeholders Events and a Community Planning Weekend, to consult stakeholders and the local community on the issues and opportunities for the proposed redevelopment scheme. JTP are now consulting with officers on the proposed Master Plan, and a report is expected in early Summer 2016 on JTP's proposed Master-Plan.</p>

<p>3) Appoint external specialist support to the competitive dialogue process for the new Leisure Management Contract, to ensure that the Council achieves best consideration.</p>	<p>Neighbourhoods</p>	<p>30-Apr-15</p>		<p>Achieved</p>	<p>(Q1 2015/16) RTP Consultants appointed. Officer Working Groups and Portfolio Holder Advisory Group established. Work is advanced on Initial Business Case to be considered by Portfolio Holder Advisory Group in September and Cabinet in October. The report to Cabinet will be recommending the Contract Strategy to include Contract length, packaging and options for refurbishment and/or new build.</p> <p>(Q2 2015/16) The Cabinet formally accepted the Business Case and Procurement Strategy for the new Leisure Management Contract at their October meeting. The OJEU advert is due to be placed in the last week of October. VEET notice has been issued clarifying the intention to extend the current contract by up to 1 year. Contract Documents being prepared to include the Descriptive Document and Draft Contract for bidders' interested in responding to the pre-qualification questionnaire and engaging with the competitive dialogue process.</p> <p>(Q3 2015/16) As per Q2</p> <p>(Q4 2015/16) Shortlisted contractors engaged in first round of competitive dialogue. Procurement timetable on schedule to appoint incoming contractor by January 2017. Target savings of £250K per annum still being pursued in additional to capital investment.</p>
<p>3a) To consider a business case with respect to procurement and contract packaging options for the new Leisure Management Contract, allowing Members to select the most advantageous approach.</p>	<p>Neighbourhoods</p>	<p>30-Sep-15</p>		<p>Achieved</p>	<p>New action from Q2:</p> <p>(Q2 2015/16) Business Case and Procurement Strategy agreed by Cabinet on the 8 October 2015.</p> <p>(Q3 2015/16) As per Q2</p> <p>(Q4 2015/16) As per A3</p>

<p>4) In accordance with the recommendations of the Leisure and Culture Strategy to jointly pursue the provision of a new Secondary School on the Ongar Campus site, with a view to entering a Dual-Use Agreement for the Leisure Centre.</p>	<p>Neighbourhoods</p>	<p>31-May-15</p>	<p>Achieved</p>	<p>(Q1 2015/16) Since formal adoption by Full Council in December 2014, work is ongoing to deliver the key objectives of the Strategy through the Leisure Management Procurement process and Neighbourhood and Communities Business Plans.</p> <p>(Q2 2015/16) The new Ongar Academy successfully opened for the first intake of pupils in September. Currently operating out of temporary accommodation leased to the Academy at the rear of the Leisure Centre. Pre-application discussions have commenced on the new permanent school.</p> <p>(Q3 2015/16) Pre-application discussions on-going. Full Planning Application for new school anticipated in Spring 2016.</p> <p>(Q4 2015/16) Planning Application submitted and due for formal consideration by Planning Committee in April 2016.</p>
<p>5) As part of the competitive dialogue procurement process for the new Leisure Management Contract, take forward the provision of a replacement swimming pool in Waltham Abbey.</p>	<p>Neighbourhoods</p>	<p>31-Mar-16</p>	<p>Achieved</p>	<p>(Q1 2015/16) As per ii) (c) 2).</p> <p>(Q2 2015/16) Principle of re-provision on the Hillhouse site endorsed by Members as part of the agreement of the Leisure Management Business Case and Procurement Strategy.</p> <p>(Q3 2015/16) Five contractors have been invited post PQQ to submit proposals for the first stage of competitive dialogue for the new Leisure Management Contract. The ability of contractors to design, build and manage any new Leisure Centre at Hillhouse will be evaluated.</p> <p>(Q4 2015/16) The first round of competitive dialogue for the procurement of a new Leisure Management Partner has commenced, with a strong shortlist of interested contractors. Positive proposals for a potential new Leisure Centre at Hillhouse and the improvement of other centres have been presented.</p>



(iii) (a) To have efficient arrangements in place to enable customers to easily contact the Council, in a variety of convenient ways, and in most cases have their service needs met effectively on first contact.

Action	Lead Directorates	Target Date	Status	Progress
1) Increase the opening hours of the Council Office at the Limes Centre, Chigwell, to improve access for local residents to a range of Council services.	Communities	30-Jun-15	Achieved	<p>(Q1 2015/16) Cabinet has approved the appointment of an additional part-time member of staff, funded by the HRA for an initial 2-year pilot period - and recruitment is underway. Once appointed, the opening hours of the Council Office at the Limes Centre will be increased into weekday afternoons.</p> <p>(Q2 2015/16) There was a very poor response to the recruitment exercise for the additional part-time member of staff (mainly, it is thought, due to the temporary nature of the post during the Pilot period), resulting in the Housing Service being unable to make an appointment. In the meantime, discussions continue on the best way of increasing the range of Council and non-Council services that can be provided from the Council Office.</p> <p>(Q3 2015/16) The Office Opening Hours were extended into weekday afternoons from 4th January 2016.</p> <p>(Q4 2015/16) As Q3</p>
2) Introduce web-based and smartphone applications to enable Council tenants to report repairs on-line.	Communities	31-May-15	Achieved	<p>(Q1 2015/16) A new smartphone App has been produced and is now available for Council tenants to use to easily report repairs, using a "diagnostic tool" - as part of the Communities Directorate's approach to encourage channel shift. This was also identified and agreed as one of the "Key Deliverables" for the Repairs Management Contract with Mears. Work is also progressing on the development of a similar web-based facility for tenants to report repairs as well.</p> <p>(Q2 2015/16) As Q1.</p> <p>(Q3 2015/16) As Q2.</p> <p>(Q4 2015/16) As Q3.</p>
3) Establish a multi-disciplinary officer group to	Management Board	31-Mar-16	Achieved	<p>(Q1 2015/16) The scope of the project has been agreed by Management Board and the multi-disciplinary officer group will hold its initial meeting in September.</p>

<p>undertake a review and report on proposals for improving customer contact with the Council.</p>					<p>(Q2 2015/16) The review is progressing and updates have been provided to Management Board and to Joint Cabinet / Management Board. The Leadership Team has been consulted and an update provided to employees at an All Staff Briefing.</p> <p>(Q3 2015/16) A report will be considered at Joint Cabinet / Management Board on 27 January 2016.</p> <p>(Q4 2015/16) Report considered by Cabinet and agreed. Proposals being taken forward by a multi-disciplinary and cross directorate team.</p>
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(iii) (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.

Action	Lead Directorates	Target Date	Status	Progress
<p>1) Introduce more flexible methods for customers to pay for Council services.</p>	Resources	31-Dec-15	Achieved	<p>(Q1 2015/16) This work is ongoing and the most recent example is the support given to the Neighbourhoods Directorate to facilitate the payment of parking charges by debit and credit cards.</p> <p>(Q2 & Q3 2015/16) The work in this area continues and will be combined with the work streams on customer contact and transformation.</p> <p>(Q4 2015/16) Further successes here with the roll out of the ability to process payments to several more service areas, the implementation of direct debits for sundry debtors and a new payment system for the museum.</p>
<p>2) Introduce an on-line facility for customers to easily view and research objects held by the Epping Forest District Museum.</p>	Communities	31-Mar-16	Behind Schedule	<p>(Q1 2015/16) Work is progressing well.</p> <p>(Q2 2015/16) The focus of the Museum Heritage and Culture Team is on fitting-out and preparing the Epping Forest Museum for public opening in March 2016. However, in the background, work continues to progress on the plans to introduce an on-line facility.</p> <p>(Q3 2015/16) As Q2.</p> <p>(Q4 2015/16) As Q3.</p>

<p>3) Scan old Development Control & Building Control files and microfiche and increase the number of planning records available on the Council's website.</p>	<p>Governance</p>	<p>31-Mar-16</p>		<p>Achieved</p>	<p>(Q1 2015/16) Microfiche scanning project using supervised apprentice staff is well underway. Historic planning application information continues to be scanned so that more information is available to the public and businesses on the Website. Selected Building Control documents are being scanned to enable remote working. In both cases, quality checking is taking place before secure destruction of hard documents.</p> <p>(Q2 2015/16) Scanning is continuing and checks are being made to ensure quality is maintained. However this is a considerable task and is essential to support flexible working.</p> <p>(Q3 2015/16) Scanning continues. The team has been resourced to continue the work which includes supporting the trial of remote working using appropriate portable devices. Monthly meetings scheduled between relevant Portfolio Holders and Governance and ICT officers.</p> <p>(Q4 2015/16) The number of microfiche records now on website has increased significantly. Planning now comes in the top 10 most popular hits on the website. This work is an ongoing process.</p>
<p>4) Investigate and, if possible, implement the returns of Local Land Charges Searches by email.</p>	<p>Governance</p>	<p>31-Mar-16</p>		<p>Behind Schedule</p>	<p>(Q1 2015/16) Electronic solutions to viewing LLC Register on public access computers, emailing searches to solicitors and receiving email searches with card payments are largely dependent on ICT input – although this is ongoing and LLC are liaising with ICT, this is progressing slowly and proving difficult to solve.</p> <p>(Q2 2015/16) Discussion with the respective Portfolio Holders has taken place with a view to resolving this outstanding issue.</p> <p>(Q3 2015/16) A meeting involving Northgate and EFDC ICT staff has taken place and they are working together to resolve issues. Monthly meetings scheduled between relevant Portfolio Holders and Governance and ICT officers.</p> <p>(Q4 2015/16) Legislative changes to the CON29 form which has a statutory deadline, have necessitated that it is prioritised, rather than this project. This project will be rescheduled taking into account the workloads of both Land Charges and ICT, and is likely to be achieved in 2016.</p>

<p>5) Update the Contracts Register so that the contract documentation can be accessed and viewed by using an icon on the register. This will apply to new contracts at first.</p>	Governance	30-Apr-16	Achieved	<p>(Q1 2015/16) Funding of £40,000 has been secured to progress electronic records within Legal Services. Liaising with ICT, Information@Work Aspect has been identified as a possible solution for electronic records management – a scanning machine has been obtained and dedicated staff employed from 10 August 2015 to start scanning Legal Records beginning with the Contracts Register.</p> <p>(Q2 2015/16) The dedicated staff resource has started this process and considerable progress has been made.</p> <p>(Q3 2015/16) The more recent contracts have now been scanned and contracts will continue to be scanned as they come in.</p> <p>(Q4 2015/16) Work continues as above and current contracts will be accessible by this method.</p>
<p>6) Identify, during audits, any manual documentation or process that can be improved by conversion to electronic form</p>	Governance	31-Mar-16	Achieved	<p>(Q1 2015/16) Internal Audit continues to identify efficiencies during their audit work. Recently Internal Audit has been working with IT on a new gifts and hospitality form, and looking at the sickness absence form as part of the Personal Data Working Group.</p> <p>(Q2 2015/16) Amendments have been made to electronic documentation relating to sickness absence and the Monthly Certificate of Service. The Personal Data Working Group continue to explore EFDC wide resolutions using electronic processes.</p> <p>(Q3 2015/16) Ongoing. Continuing to advise officers on project and working party groups as to good practice.</p> <p>(Q4 2015/16) Conversions to electronic format continue to be identified through audits. In addition this approach has been taken more widely via the Transformation Programme.</p>
<p>7) Continue the implementation of the Council's ICT Strategy, with the completion of the following key projects: (a) Printer</p>	Resources	31-Mar-16	Achieved	<p>(Q1 2015/16) The implementation of the ICT Strategy is continuing. Many different options have been evaluated for mobile working and solutions are in place in several areas of the Council.</p> <p>(Q2 2015/16) Work continues on the various projects within the overall strategy. An update report and request for capital funding in 2016/17 has been drafted for Cabinet in October.</p> <p>(Q3 2015/16) In October Cabinet noted the update on key projects and approved the</p>

reduction, removal and redeployment, and implementation of print management software; and (b) Mobile and flexible working.					<p>proposed bid for funding for 2016/17 to facilitate the implementation of the ICT Strategy.</p> <p>(Q4 2015/16) implementation continues and an update report is scheduled for the Resources Select Committee in April 2016</p>
8) Complete a review of accommodation and make recommendations on utilisation of space and flexible methods of working.	Management Board	30-Sep-15		Behind Schedule	<p>(Q1 2015/16) Visit to Leadership Team by Colchester's Director of Operations to explain how flexible working has progressed there. Subsequent workshop with leadership team to identify how each directorate at Epping might approach this. Job description for transformation director role drafted and recruitment process started.</p> <p>Q2 (2015/16) Head of Transformation recruited. David Bailey will join the Council in November. Customer contact project has commenced to review contact centres and recommend the best methods of engaging / transacting with our customers.</p> <p>Q3 (2015/16) Head of Transformation in place and conducting research around potential work-streams and projects. Project Initiation Document discussed at Management Board. Cabinet decision to agree scope of Transformation Project. Customer Contact project has progressed well. Report anticipated, expected in Q4.</p> <p>(Q4 2015/16) Cabinet papers scoping both the Accommodation Review and the Customer Contact Review were approved and work is now underway on both projects. Completion is anticipated in Q2 2016.</p>

(iii) (c) To ensure that the Council understands the effects of an ageing population within the District and works with other agencies to make appropriate plans and arrangements to respond to these effects.

Action	Lead Directorate	Target Date		Status	Progress
1) Undertake a study to identify and better understand the demographics of an	Communities	31-Mar-16		Achieved	<p>(Q1 2015/16) The final scope of the study, which will be led by the Asst. Director (Community Services and Safety) has almost been finalised. A multi-directorate officer project team has been formed to oversee and progress the project, which has already met a few times. The Council's National Graduate Trainee will be seconded to work on the project, under the supervision of the Lead AD, for 6 months from September 2015.</p>

<p>ageing population in the District and the effects on the Council and local residents.</p>				<p>(Q2 2015/16) The Council's National Graduate Trainee has just been seconded to the Communities Directorate (from October 2015), under the supervision of the Asst. Director (Community Services and Safety) and is undertaking preparatory work and interviews for the project.</p> <p>(Q3 2015/16) The project is nearing completion, and has included research, resident consultation and officer consultation across the Council's Directorates. It is envisaged that the outcome of the study will be reported to members during Q4.</p> <p>(Q4 2015/16) The report on the study is the process of being drafted. In the first instance it will be reported to Management Board, followed by a report to members.</p>
<p>2) Review the provision and delivery of community and cultural services to older people, to ensure that appropriate resources are targeted at the increasing numbers of older people, in order to help improve their general health and wellbeing.</p>	<p>Communities</p>	<p>31-Mar-16</p>	<p>Behind Schedule</p>	<p>(Q1 2015/16) This is being reviewed as part of the wider Ageing Population Project, with the current provision and delivery under initial review.</p> <p>(Q2 2015/16) As Q1.</p> <p>(Q3 2015/16) As Q2.</p> <p>(Q4 2015/16) As Q3.</p>
<p>3) Undertake a review of the Council's sheltered and designated accommodation for older people, with a view to rationalising the amount and</p>	<p>Communities</p>	<p>31-Mar-16</p>	<p>Behind Schedule</p>	<p>(Q1 2015/16) Two separate work-streams have been identified and established, each being managed through officer project teams. Work-stream 1 is considering the streamlining and modernisation of the Scheme Management Service and is being led by the Asst. Director (Housing Operations) - with a view to an outcome report being considered in detail by the Housing Select Committee in November 2015, with resultant recommendations being made to Cabinet. Work-stream 2 is considering the longer-term rationalisation and improvement of existing sheltered/grouped housing scheme sites and is being led by the Director of Communities - with a view to a proposed strategy being produced and presented to the</p>

<p>location of such accommodation and identifying improvements required to the retained accommodation to ensure it remains fit for purpose.</p>				<p>Housing Select Committee in 2016 for initial consideration.</p> <p>(Q2 2015/16) WORKSTREAM 1 - In view of the lack of demand from older people, and the continuing high need/demand for general needs accommodation, it is planned to report to the Housing Portfolio Holder in October 2015 on a proposal to "de-designate" all remaining flats on housing estates that are currently designated for occupation by older people and for future vacancies in such properties to be let to general needs housing applicants. The wider options and proposals for streamlining and modernisation the Scheme Management Service is taking longer to plan. It is currently planned to report to a meeting of the Housing Select Committee on the issues, options and plans in the early part of 2016. WORKSTREAM 2 - The Officer Project Team has met on a number of occasions. A formal assessment of demand/'lettability' of each sheltered housing scheme, based on data and experience, is currently being undertaken. The need for options appraisals for each sheltered housing scheme has been identified, with a number of factors also identified to be taken into account when considering the future of each of each site. The current thinking of the Project Team is to develop a strategy with two key phases: Phase 1 – comprising detailed consideration for the potential redevelopment of identified sites (likely to be 2 or 3 sites); Phase 2 – Keeping under periodic review the 'lettability' and demand for other identified schemes, compared to the demand for general needs housing in those areas. The Project Team is also formulating an "EFDC Sheltered Housing Accommodation Standard" for all the sheltered housing schemes that would be retained under the eventual strategy.</p> <p>(Q3 2015/16) In October 2015, the Housing Portfolio Holder agreed to "de-designate" all remaining flats on housing estates that are currently designated for occupation by older people and for future vacancies in such properties to be let to general needs housing applicants. The wider options and proposals for streamlining and modernising the Scheme Management Service are under consideration, but it has been identified that the project is more complex than originally anticipated. The Officer Project Team for Work-stream 2 has continued to meet and the direction of the Project is the same as reported at Q2. A formal assessment of demand/'lettability' of each sheltered housing scheme has now been completed and an "EFDC Sheltered Housing Accommodation Standard" for all the sheltered housing schemes has now been formulated.</p> <p>(Q4 2015/16) A Brief has been drafted to commission a housing needs assessment of older people's accommodation, to inform the strategic review of the Council's sheltered housing assets. The planned review of options and proposals for streamlining and modernising The</p>
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					Scheme Management Service has been held in abeyance, until after a planned major review of the Council's Careline Service has been undertaken and reported to the Housing Select Committee.
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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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