



***CABINET***  
***Thursday, 1st September, 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, 1st September, 2016**  
**at 7.00 pm .**

**Glen Chipp**  
**Chief Executive**

**Democratic Services**  
**Officer**

Gary Woodhall  
(Governance Directorate)  
Tel: (01992) 564470  
Email: [democraticservices@eppingforestdc.gov.uk](mailto:democraticservices@eppingforestdc.gov.uk)

Members:

Councillors C Whitbread (Leader of the Council) (Chairman), S Stavrou (Deputy Leader and Housing Portfolio Holder) (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 last meeting of the Cabinet held on 21 July 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 provisions contained within Part 4 of the Constitution (Council Rules, rule Q3 refers) on any matter in relation to which the Cabinet has powers or duties or which affects the District.

**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 the Council's Overview and Scrutiny function to examine as part of their work programme.

**8. ASSET MANAGEMENT AND ECONOMIC DEVELOPMENT CABINET COMMITTEE - 30 JUNE 2016 (Pages 5 - 12)**

(Asset Management & Economic Development Portfolio Holder) To consider the attached minutes from the meeting of the Asset Management & Economic Development Cabinet Committee, held on 30 June 2016, and any recommendations therein.

**9. FINANCE AND PERFORMANCE MANAGEMENT CABINET COMMITTEE - 14 JULY 2016 (Pages 13 - 16)**

(Finance Portfolio Holder) To consider the attached minutes from the meeting of the Finance & Performance Management Cabinet Committee, held on 14 July 2016, and any recommendations therein.

**10. EQUALITY POLICY 2016 (Pages 17 - 26)**

(Governance & Development Management Portfolio Holder) To consider the attached report (C-018-2016/17).

**11. DRAFT LOCAL PLAN CONSULTATION STRATEGY (Pages 27 - 64)**

(Planning Policy Portfolio Holder) To consider the attached report (C-019-2016/17).

**12. TRANSFORMATION PROGRAMME - MONITORING REPORT JUNE/JULY 2016 (Pages 65 - 96)**

(Leader of Council) To consider the attached report (C-020-2016/17).

**13. ENVIRONMENTAL CHARTER AND OBJECTIVES (Pages 97 - 108)**

(Environment/Safer, Greener & Transport Portfolio Holders) To consider the attached report (C-021-2016/17).

**14. CORPORATE PLAN - KEY ACTION PLAN 2017/18 (Pages 109 - 122)**

(Leader of Council) To consider the attached report (C-022-2016/17).

**15. 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.

**16. EXCLUSION OF PUBLIC AND PRESS**Exclusion

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

<b>Agenda Item No</b>	<b>Subject</b>	<b>Exempt Information Paragraph Number</b>
Nil	Nil	Nil

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

Background Papers

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

Officer's opinion:

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

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

## EPPING FOREST DISTRICT COUNCIL COMMITTEE MINUTES

**Committee:** Asset Management and Economic Development Cabinet Committee **Date:** Thursday, 30 June 2016

**Place:** Council Chamber, Civic Offices, High Street, Epping **Time:** 7.00 - 8.10 pm

**Members Present:** Councillors A Grigg (Chairman), W Breare-Hall (Vice-Chairman), H Kane, G Mohindra and A Lion

**Other Councillors:** T Boyce

**Apologies:** Councillor G Waller

**Officers Present:** M Warr (Economic Development Officer), J Leither (Democratic Services Officer) and G J Woodhall (Senior Democratic Services Officer)

**Also in attendance:** C Pasterfield (Consultant) and N Nilanweera (Harvey Spackfield)

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### 1. 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.

### 2. SUBSTITUTE MEMBERS

The Cabinet Committee noted that Councillor A Lion substituted for Councillor G Waller.

### 3. DECLARATIONS OF INTEREST

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

### 4. MINUTES

#### **Resolved:**

That the minutes of the meeting held on 14 April 2016 be taken as read and signed by the Chairman as a correct record.

### 5. 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) Visitor Economy**

The Economic Development Team had been working with colleagues in Planning to commission a Visitor Accommodation Needs Assessment for the district. This work would look at all forms of visitor accommodation, including serviced (hotels, pub accommodation etc) and non-serviced accommodation (self-catering, camping, moorings etc). As reported previously, the main driver of this work is the preparation of the new Local Plan and the Study will form a key part of the evidence base helping to inform tourism policies in the Local Plan.

Beyond planning policy though, the Study potentially had the scope to inform broader interventions within the Council, for example, through the Economic and Tourism Development Teams and perhaps in the consideration of the future use of the Council's own assets etc. Presentations from two consultants had been presented to the Economic Development Team but no final decision on the appointment of either consultant had yet been reached.

A presentation had been received from a potential provider of a new tourism website under the Visit Epping Forest banner. Work would commence to realise the vision for a dynamic new website which was intended to promote and support the district's valuable visitor economy. The initial procurement and build of the website was being funded through monies awarded by the Town and Village Centres Opportunities Fund.

The Tourism and Visitor Board members suggested that a tourism conference towards the end of the year would be more useful than during English Tourism Week which was in March, a decision had therefore been made to host a second conference this year on 14th October and this would once again take place at the Waltham Abbey Marriott Hotel.

Addressing previously raised concerns around local public transport, the Tourism and Visitor Board discussed the idea of a tourism bus travelling between attractions. It was felt that this would be welcomed and especially effective when major events were being held. It was agreed that members would use the forthcoming tourism conference to see if dates for major events could be synchronised making the case for transport even more compelling. It was also agreed that opportunities to access funding for such a scheme should also be investigated.

The Visit Epping Forest leaflet had recently been updated and reprinted. As part of an awareness building campaign, leaflet holders have been purchased and the new leaflets have been placed in high-traffic visitor outlets across the district. The leaflets feature our major attractions plus information on destination towns and villages in the district and will direct traffic to the Visit Epping Forest website.

Members queried who would fund the Visit Essex Leaflet. The Economic Development Officer advised that he would speak to the relevant officer and publish a reply in the council bulletin.

## **(2) Town Centres**

A meeting of the Town Teams took place on 27 June, A presentation was given to the Town Teams with regard to the 2016/17 Town & Village Centres Opportunities Fund. A new policy document for the fund was presented, setting out the parameters within which a wider range of organisations could apply to the fund. This report would now be presented to Cabinet for review and subject to this being approved a wider

and more concerted launch and promotional campaign for the fund will then take place.

### **(3) Business Support**

#### **Pop Up Cafe**

The Economic Development Team are testing a new format business event in the district in July. The Pop Up Business Café will be held at the newly-refurbished Epping Forest District Museum in Waltham Abbey on Wednesday 13 July, 10am to 1pm. BEST Growth Hub (which provides business support across the Greater Essex area) will be helping to coordinate. They ran a similar event in Southend earlier this year which was very successful.

The basic concept was to draw together a small number of business support and local business professionals in an informal setting and to invite local businesses and those looking to start-up in business. The businesses would be able to speak with a business professional (say marketing, accounting, HR etc) for 10/15 minutes, networking. Whilst we are unable to pay the local business professionals for their time we would hope that they may see benefit in terms of getting promotion for themselves. Currently three local businesses have signed-up to provide advice and the Economic Development Team have approached several others.

#### **Database**

The Team's exercise to improve the information and contact information it holds for local businesses within the district has progressed well. The work would help in the delivery of a number of the Team's current projects regular email updates (on business events, funding, training opportunities, awards etc). Currently on the database there were 6,500 address and telephone business contacts and 600 email contacts. Recently 4,000 business were contacted asking for email address to add to the database. Out of these 4,000 we had 750 replies. There will be a further tele-research exercise in July, to collect further details.

### **(4) Broadband**

#### **Business Breakfast**

To further promote take-up by businesses of the ultrafast fibre broadband network being built within Epping Forest District by Gigaclear plc as part of the Superfast Essex Rural Challenge Project (RCP), the Economic Development team will be hosting a business breakfast aimed at the businesses within the RCP as well as businesses from outside the area whose services may be more effectively utilised with an ultrafast network.

It is planned that as well as a number of speakers presenting to the audience about the opportunities an ultrafast network makes possible, the event will also represent an excellent opportunity for local businesses to network with key Business to Business (B2B) providers, both local and national and make useful connections. The event will take place at Mulberry House, High Ongar on 13 September at 7.00am and promotion of the event will shortly begin. Liaison with local parish councils will also take place to ensure awareness of this event reaches as many businesses as possible in the RCP area.

#### **Ultrafast Network**

The physical build of the RCP network continues at pace and to date, over 84km of network has been built, installing connection points outside over 1100 premises in the district. Starting in Bobbingworth, the network has moved on through Moreton, Fyfield, Norton Heath, Abbess Roding and Toot Hill and will continue throughout the

remainder of the year to areas such as Willingale, The Lavers, Sheering, Ongar and North Weald. The project has experienced some delays but remains due to be completed in early 2017.

**(5) Partner Liaison**

Work was continuing with supporting and attending meetings with a number of Partner Organisations. The Economic Development Team had recently attended the Superfast Essex Super-Connected Business Conference at Chelmsford City Racecourse.

**Agreed:**

That a report would be published in the council bulletin regarding the funding of the Visit Essex leaflet.

**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.

**6. ASSET MANAGEMENT CO-ORDINATION GROUP REPORT**

The Asset Management Consultant 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 detailed report on the progress of the development at Agenda Item 8.

**(2) Oakwood Hill Depot**

There had been a delay in relocating to the new depot at Oakwood Hill as the VOSA brake testing box had been positioned incorrectly. This had now been moved and the VOSA accreditation for the MOT Service was being carried out on the 16 July 2016. It was anticipated that all services would have fully moved to Oakwood Hill by the end of July 2016.

**(3) Pyrles Lane Nursery**

The District Development Management Committee have granted consent for the redevelopment of the Pyrles Lane Nursery site. A report would be presented to the Cabinet on the 21 July, seeking permission for the marketing strategy for the site.



**(4) St John's Road**

Negotiations on the purchase of the County Council's interest in the site had been concluded. The final terms were due to be agreed by Cabinet on the 21 July 2016. It was anticipated that, subject to sign off by the Secretary of State, exchange of contracts could be achieved over the summer holiday period.

**(5) North Weald Airfield**

Work was being undertaken on the development of the specification of works for an operational partner. This had been delayed due to changes in the European Procurement Rules which would prevent the procurement of a concessionary contract and would likely necessitate a full blown OJEU process.

**(6) Site of former Sir Winston Churchill Public House**

The development was proceeding at a pace and was now up to the fifth floor. Completion was still anticipated in July 2017. Agents have been appointed for the letting of the retail units on the ground floor with a number of quality prospective tenants expressing interest.

**(7) Ongar Academy**

The sale of the land to the Secretary of State for Education was now complete and construction of the new school had commenced.

**(8) Hillhouse Leisure / Community Hub**

After the successful community engagement events to assist in Masterplanning the site, an outline application was due to be submitted jointly by the partners in August 2016, with the intention that it was considered by District Development Management Committee at their meeting in November 2016. Proposals from the tenderers for the new Leisure Management Contract have been received for the construction of the new Swimming Pool on the site. The GP Practice will now not temporarily relocate.

**(9) Former Golden Lion Public House**

A revised offer had been received for a lease extension for the site from the developer. A planning application is anticipated to be submitted in August 2016.

**(10) Town Mead Depot**

No suitable alternative use had yet been identified for this site.

**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 was a monitoring report which was for information not action.

## **7. EPPING FOREST SHOPPING PARK - PROGRESS REPORT**

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

He advised that tenders had been received for the main construction contract from three suitably qualified companies. The contractors were invited to a clarification interview and their bids have been formally evaluated by the Project Team. Standstill letters have been sent to all tenderers and on the assumption that no challenges have been received by the 20 June, a report will be considered by the Cabinet on the 21 July to make the final award. The length of the construction period is estimated at around 40 weeks with a start on site in August 2016.

Members will recall that the Section 278 Highways Contract was awarded to Walkers Construction earlier in the year. The start of the work had been delayed by several months due to difficulties in reaching agreement with Essex County Council Highways on methods of working and their requirements for re-surfacing in adjacent areas. Although a solution has been agreed, this was likely to increase costs. This issue will also be addressed as part of the Cabinet Report in July.

Members were concerned about the impact the shopping park would have on local businesses and asked if any research had been implemented. The Asset Management Consultant advised that he would speak to the Chief Estates Officer concerned and ask that he attend the next meeting of the Asset Management and Economic Development Cabinet Committee to give a report.

### **Agreed:**

That the Chief Estates Officer be invited to the next meeting of the Asset Management and Economic Development Cabinet Committee to report on the impact of the shopping park on local businesses.

### **Resolved:**

To note progress on the Epping Forest Shopping Park.

### **Reasons for Decision:**

In order that the Cabinet Committee can monitor progress on this major capital project for the Council.

### **Other Options Considered and Rejected:**

To report direct to Cabinet.

## **8. ANY OTHER BUSINESS**

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

## 9. 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>
8	Epping Forest Shopping Park Progress Report	3

## 10. EPPING FOREST SHOPPING PARK - PROGRESS REPORT

The Asset Management Development Consultant presented a report to the Cabinet Committee the progress of the Epping Forest Shopping Park. He advised that the project was progressing well with all the final details now coming together.

Consultants from Harvey Spack Field, the agents who were marketing the Shopping Park attended the meeting and advised that 70% of the retail park lettings were now in the hands of Solicitors and by the time the building works start they estimated that 84% of the units would be pre-let. He also advised that the Shopping Park was in a strong position.

### Resolved:

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.

### Recommended:

To note the report on procurement of the main build contract for the Shopping Park by DAC Beachcroft and recommend a contract be entered into with the winning tenderers, McLoughlin & Harvey, with a bid of £10,218,000.

### 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**

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## EPPING FOREST DISTRICT COUNCIL COMMITTEE MINUTES

**Committee:** Finance and Performance Management Cabinet Committee **Date:** Thursday, 14 July 2016

**Place:** Committee Room 1, Civic Offices, High Street, Epping **Time:** 7.00 - 8.00 pm

**Members Present:** Councillors G Mohindra (Chairman), R Bassett, A Lion and S Stavrou

**Other Councillors:** Councillors J M Whitehouse

**Apologies:** C Whitbread

**Officers Present:** R Palmer (Director of Resources) and R Perrin (Democratic Services Officer)

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### 10. Declarations of Interest

(a) Pursuant to the Council's Code of Member Conduct, Councillors G Mohindra, S Stavrou, A Lion and J M Whitehouse declared a personal interest in item 4 - Financial Issues of the agenda, in so far as it relates to the Local Council Tax Support payable to Parish/Town Councils as they are Parish/Town Councillors. They understood that there are no binding decisions being made by the Sub-Committee at the meeting and therefore would advise that when the decisions were due on this later in the budget cycle, they would seek a dispensation if required.

### 11. Minutes

#### RESOLVED:

That the minutes of the meeting held on 16 June 2016 be taken as read and signed by the Chairman as a correct record.

### 12. Financial Issues Paper

The Director of Resources advised that the report provided a framework for the 2017/18 Budget and updated Members on a number of financial issues that would affect the Authority in the short to medium term. He advised that the information, new legislation and regulations that were normally available by now, to inform the Medium Term Financial Strategy (MTFS) had not been forthcoming, owing to the EU referendum. The result of the referendum to leave the European Union had resulted in a new Prime Minister and Cabinet being appointed, which in turn could effect legislation and policies coming forward and could reduce funding prospects for local government.

The Director of Resources reported other areas of current financial uncertainty and risk to the Authority as follows;

- Central Government Funding – the Settlement Funding Assessment (SFA) reduced over the next four years by £2.45m (45%), resulting in a negative Revenue

Support Grant and the Core Spending Power, which considers the Government's thinking on Council tax and the New Homes Bonus was likewise to reduce across the same period by £2.05m (13.5%). Local Council Tax Support was also affected by the reduction in the Revenue Support Grant and this would result in the removal of the grant to town and parish councils completely by 2019/20. Furthermore, the Secretary of State for Communities and Local Government advised local authorities in March 2016 that they could accept the 4-year figures as fixed for SFA, if accompanied with an efficiency plan to show "how this greater certainty could bring about opportunities for further savings". This funding would be honoured "barring exceptional circumstances" and also contained a cautionary note that future levels of funding to those who preferred not to have a four year settlement could not be guaranteed.

- **Business Rates Retention** – The Council had received over £0.75m in 2014/15 for Section 31 grants and anticipated £0.7m in 2015/16 and £0.4m in 2016/17. The business rates pool, which the Council became a member of for 2015/16 and 2016/17 had no levy paid to the Treasury and despite the requirement of safety net funding for two members in 2015/16, the Council had been still £118,000 better off. There were still 400 appeals outstanding with the Valuation Office and a total provision of £4 million. Although this had been felt prudent there was still an outstanding appeal for a rateable value of £6 million, which could result in a significant shortfall. The Collection Fund for 2015/16 had less than £30,000 difference to the estimate, which required no amendments to MTFs. Furthermore, the announcement of 100% local retention of business rates being retained within local government and no amounts of either base funding or growth being paid over to the Treasury with the policy being fiscally neutral, would mean that any additional funding would be matched by a transfer of additional responsibilities that had previously been centrally funded. Therefore through the reform process local government as a whole would need to try and limit the amount of risk that was transferred and that some form of safety net was maintained. The new system was to be implemented by 2019/20 but this now looks unlikely.

- **Welfare Reform** – No significant change had been proposed to this council's scheme of local council tax support for 2017/18, to allow sufficient time to understand the consequences of the changes to maximum level of support being reduced to 75%, no major reductions in tax credits and the introduction of the National Living wage for 2016/17. The Benefits Cap reduction by a further £6,000 to £20,000 was likely to cause greater changes to people's behavior and working patterns and would be phased in across the country during 2016/17. The early indications were that several hundred claimants in this district would be affected with the effects more evident in 2017/18. The Universal Credit continued to progress slowly with no clarity over the time period and process for the migration of the existing housing benefit claims to UC or the role local authorities would perform under the new system. Finally, the savings achieved by the Department for Work and Pensions through reducing the grant paid to local authorities to administer housing benefit had a modest reduction of £22,000 in 2015/16 and £73,000 (16%) for 2016/17.

- **New Homes Bonus** - The consultation on the proposed changes to NHB closed on 10 March 2016 and no further information had emerged on the future policy direction. The potential changes when comparing the MTFs projections with the Government's Core Spending Power figures showed amounts to be lower in 2017/18 (£2.2m), 2018/19 (£1.4m) and increasing slightly in 2019/20 (£1.6m).

- **Development Opportunities** – The retail park at Langston Road continued to progress with the building firm to be appointed by Cabinet in July 2016. The mixed use re-development of the St John's area in Epping was taking much longer than anticipated for the acquisition of the land from ECC and other possibilities for Waltham Abbey and North Weald were being evaluated. There would need to be a different way of thinking going forward because capital funding would no longer be freely available in 2016/17.

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- Transformation – The key accommodation review would report back to Cabinet in September and strong progress had been made with the customer contact project. Further consideration would be required over the period of the MTFs for ongoing resources. The Invest to Save budget of £0.5m had proven popular and additional funding had been necessary.
- Waste and Leisure Contracts – The waste contractor Biffa, remain confident that they would be able to fulfil their obligations at the price tendered and the additional resources would remain in place until the transition of four day service had been completed satisfactorily. The Leisure Management Contract was unlikely to be let before the extension of the old contract had expired and so a negotiation would be needed to further extend the current contract. The savings would now not arise until 2017/18, although it was evident from the competitive dialogue that the savings were likely to exceed those currently allowed for and this would be kept under review as the budget developed.
- Miscellaneous – It was noted that Members should be advised of the consequences of a slowdown in the economy, in particular the related income streams, increased pressure on services with greater spending on benefits and homelessness. The pension contributions for the next three years were currently being calculated for March 2016 valuations and following the referendum the actuaries could assume lower investment returns and require higher contributions to compensate.

In conclusion the Director of Resources advised that the Council remained in a strong financial position as the overspend in 2015/16 was not significant and the Council had substantial reserves to address the greater political uncertainty and higher level of financial risk, resulting from the referendum. It would appear that the Brexit result, may take much more of the Government's and Civil services time and with a change in Prime Minister and Cabinet Members policies may change direction. It was in the Council's interest to make prudent assumptions and look to see how the Council's finances could be best safeguarded for the future. The updated MTFs set out a programme of net savings which should be achievable and the Council's financial strength allows for the necessary savings over the medium term. The process would also be assisted by having the Invest to Save fund to help with initial funding or investment and should allow some more creative solutions to be developed.

Councillor J M Whitehouse asked that Town and Parish Councils be informed before October 2016 with how the Council wished to proceed with reduction in Local Council Tax Support, so that they could factor it into their budget circle. The Director of Resources advised that he would email the Town and Parish Council's with the Cabinet decision once it had been agreed.

The Cabinet Committee considered the recommendations, noting that further information would come forward when the Secretary of State for Communities and Local Government, the Rt Hon Sajid Javid and the Secretary of State for Work and Pensions, the Rt Hon Damian Green had established themselves.

**Recommended:**

- (1) That the establishment of a new budgetary framework including the setting of budget guidelines for 2017/18 be set including;
  - (a) The ceiling for Continuing Services Budget net expenditure be no more than £13.107m including net growth;
  - (b) The ceiling for District Development Fund expenditure be no more than £259,000;

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- (c) The balances continue to be aligned to the Council's net budget requirement and that balances be allowed to fall no lower than 25% of the net budget requirement; and
- (d) The District Council Tax not be increased, with Council Tax for a Band 'D' property remaining at £148.77.

2. That a revised Medium Term Financial Strategy for the period to 2019/20 be developed accordingly;
3. That communication of the revised Medium Term Financial Strategy to staff, partners and other stakeholders be undertaken;
4. That the reductions in the parish support grants be reduced in equal stages to achieve complete removal by 2019/20 be taken forward; and
5. That the Government's offer of a four-year funding settlement be taken forward.

**Reasons for Decisions:**

By setting out clear guidelines at this stage the Committee established a framework to work within in developing growth and savings proposals. This should help avoid late changes to the budget and ensure that all changes to services had been carefully considered.

**Other Options Considered and Rejected:**

Members could decide to wait until later in the budget cycle to provide guidelines, if they felt more information or a greater degree of certainty was necessary in relation to a particular risk. However, any delay would reduce the time available to produce strategies that comply with the guidelines.

**13. Any Other Business**

It was noted that there was no other urgent business for consideration by the Sub-Committee.

**CHAIRMAN**





### **Report to the Cabinet**

**Report reference: C-018-2016/17**

**Date of meeting: 1 September 2016**

**Portfolio: Governance and Development Management**

**Subject: Equality Policy 2016**

**Responsible Officer: Barbara Copson (01992 564042)**

**Democratic Services Officer: Gary Woodhall (01992 564470)**

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

**(1) That the Council's Equality Policy 2016 be recommended to Council for adoption.**

#### **Executive Summary:**

The Equality Act 2010 places a number of duties upon the Council including the Public Sector Equality Duty (PSED). This is a wide ranging duty and proactive requirement to integrate consideration of equality and good relations into the day-to-day business of public authorities. Considering how a function can affect different groups in different ways can lead to the function having the intended effect and lead to greater equality and better outcomes. It requires equality considerations to be reflected into the design of policies and the delivery of services, including internal policies, and for these to be kept under review.

The Council has arrangements in place to deliver the work required and ensure its equality responsibilities are met. This work is supported by an Equality Framework which includes an Equality Policy. The current policy was agreed in 2011 and considerable progress has been achieved since then and therefore the policy needs updating to reflect our current position and arrangements for the delivery of our equality work.

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

The Council is responsible for the development and coordination of an approach to its statutory equality duties, and their delivery.

The adoption of a policy provides good evidence of proactive or forward-thinking management in relation to our equality work and provides guidance for staff.

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

Not to have a policy; however this would reduce clarity and structure regarding the Council's equality work.

#### **Report:**

1. The Equality Act 2010 Public Sector Equality Duty (PSED) places wide ranging and proactive duties upon the Council through the Public Sector Equality Duty (PSED). In summary, those subject to the equality duty must, in the exercise of their functions, have due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act;
- advance equality of opportunity between people who share a protected characteristic and those who do not; and
- foster good relations between people who share a protected characteristic and those who do not.

2. The equality duty covers the nine protected characteristics: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation. Public authorities also need to have due regard to the need to eliminate unlawful discrimination against someone because of their marriage or civil partnership status.

3. In addition to the PSED further specific duties require the production of equality objectives; that we understand how the Council's functions impact on the people; and for the Council to publish equality information annually setting out the progress it has made in the previous 12 months.

4. The broad purpose of the equality duties is to integrate consideration of equality and good relations into the day-to-day business of public authorities and the Council must consider how it can pro-actively and positively contribute to this throughout its service delivery and employment functions. However In addition to greater equality for customers and employees the PSED also makes good business sense as it can lead to services that are more appropriate to the user, and services that are more effective and cost-effective. This can lead to increased satisfaction with public services.

5. Meeting equality duties requires knowledge, understanding and systems embedded throughout the Council to ensure the duties are delivered as required throughout Council functions. To support this work the council adopted its first Equality Policy in 2011 to set out our commitment to equality, how we will deliver our equality duties, and how we organise ourselves to do this. This policy has been useful to help staff to understand our approach and what is expected of them. It has also helped our customers to understand our responsibilities and how we are addressing them.

6. Significant progress has been made since then to develop knowledge and processes and deliver against legislative requirements. A new policy is required and has therefore been produced to reflect our current position and approach. The Equality Policy 2016 is attached at Appendix 1.

7. This policy has received input from the Corporate Equality Working Group, and has been approved by the Council's Management Board. Cabinet is requested to consider the policy and recommend it to Full Council for adoption.

#### **Resource Implications:**

The implementation of the Equality Policy is managed within existing resources. The delivery of commitments within this policy and particularly the equality objectives requires the use of resources within other service directorates.

#### **Legal and Governance Implications:**

The production of an equality policy is not a specific requirement of equality legislation, however it is a useful tool to support the organisation and delivery of work to achieve compliance with equality legislation.

#### **Safer, Cleaner and Greener Implications:**

None.

**Consultation Undertaken:**

Management Board and the Corporate Equality Working Group.

**Background Papers:**

Equality Policy 2011, Equality Objectives 2016-2020.

**Risk Management:**

A policy helps support the Council's delivery of its equality duties and therefore the risk of non-compliance is reduced.

# Due Regard Record

**SUBJECT:** Equality Policy 2016

**REPORT TO:** Cabinet (1 September 2016)

<b>Date/Officer</b>	<b>Summary of equality analysis</b>
<p>4 August 2016</p> <p>B Copson</p>	<p>An Equality Policy helps to support the delivery of work to ensure equality legislation is complied with. It includes our commitment to equality and details the responsibilities of staff and members, and provides information about levels of training to support staff and members to comply with equality requirements.</p> <p>Close compliance with equality requirements helps to maximise the potential benefits of the legislation and minimise the risk of non-compliance.</p> <p>This policy reflects our current arrangements and mechanisms for delivering equality work. This policy applies to all staff and elected members and helps to support them in their work. It provides information for customers about how the Council meets its duties and provides reassurance that it is organised and forward thinking in its approach to and delivery of the work.</p> <p>The policy should be considered as a tool to support relevant work and a source of information about that work and how it is delivered.</p>

# Equality and Diversity Policy 2016

## Introduction

A clear commitment to equality runs through the Council and its services. Our corporate values and behaviours place the customer at the heart of everything we do and state that we will treat everyone with respect.

We have a good record of achievement in delivering services which benefit and are accessible to all sections of the community. We take our role as community leader seriously and recognise that we can set an example of fairness and acceptance for others in our community.

We comply with [equality legislation](#) and seek new ways to take forward the proactive expectations of our [public sector equality duties](#).

## Our district

The Epping Forest District is a mixture of rural and urban areas and stretches northward from its boundary with Greater London right into the heart of rural Essex, covering an area of 131 square miles and over 92% of this being Green Belt. The district has key issues which impact on the demand for services:

- An ageing population is placing an increasing demand on services
- We have some pockets of deprivation with poor health, unemployment and child poverty
- A higher number than average of economically inactive adults
- High house prices together with an increasing demand for homes
- Increasing numbers of homelessness and a high number of people on our housing waiting list
- Accessibility to jobs and services for some in outlying villages without private transport

## Equality through our high level 'Aims and Objectives'

These issues are the areas of focus for our highest level aims over the coming years, and therefore issues affecting our population and its health and wellbeing are at the forefront of our work. In 2015 we adopted the following 3 Corporate Aims:

1. to ensure we have enough money and other resources to fund our statutory and discretionary services whilst keeping Council Tax low
2. To publish a Local Plan which meets the needs of our communities whilst minimizing the impact on the district's Green Belt
3. To make sure our approach to the delivery of our services is modern, efficient, effective and fit for purpose.

Through these aims we will be using our land and assets to generate money to support our services and provide stimulus to the local economy. Our district requires additional homes and sustainable economic development and employment to meet the needs of local people. We will seek to achieve the right balance between the

# Equality and Diversity Policy 2016

employment, housing and leisure needs of our residents whilst protecting the special character of our district and the Green Belt in particular. We need modern ways of working and efficient arrangements in place to support these aims. We are focusing on information technology to support our working practices allowing for more efficient use of resources.

## Our Commitment to Equality

### Short Statement

Epping Forest District Council is committed to treating everyone equally and fairly according to their needs

### Full Statement

- Epping Forest District Council is committed to ensuring that all individuals and groups are treated with respect and are valued equally
- We will endeavour to make our services accessible to everyone
- We will endeavour to eliminate unlawful discrimination through our services and employment opportunities
- We will consult and involve people from our community where appropriate in the design of our services
- We will collect information about our customers where necessary to ensure our services are accessible and that we are providing the right services
- We will endeavour to promote understanding and good relations between communities
- We will consider taking positive action to address under-representation and promote diversity in our workforce profile
- We will publish information about our equality work
- We will use our procurement opportunities to drive equality
- We will ensure appropriate resources are available to meet our statutory equality responsibilities;
- We will make sure that appropriate equality and diversity training is provided for all elected members and staff of the Council.

# Equality and Diversity Policy 2016

## Responsibilities

We have a clear structure to deliver equality and diversity throughout the Council:

- *Executive responsibility* for equality lies with the Governance and Development Management Portfolio Holder, whilst operational responsibility for equality lies with the Director of Governance. Together they ensure that the Council complies with all aspects of equality legislation.
- The *strategic direction* for equality and *monitoring* of strategic equality work, lies with the Council's Management Board of senior managers.
- *Day to day responsibility* for compliance with this policy lies with Service Directors who ensure equality is delivered throughout their services.
- *Day to day responsibility for the implementation of this policy* lies with service managers.
- *All officers and members* have a responsibility for ensuring that they act within the requirements and spirit of equality legislation, with also within the requirements of Council policies relating to equality.
- *The coordination* of the Council's equality work is undertaken by an officer group of representatives from across the Council's services. This group of *equality champions* is called the Corporate Equality Working Group.
- *Scrutiny of equality work* is undertaken by an elected members group called the Governance Select Committee routinely every 6 months, and additionally whenever necessary.

## Our equality objectives

We plan and organise our work to progress the public sector equality duty through the identification and development of equality objectives. In April 2016 we adopted a new set of equality objectives to take us through to March 2020. These objectives build on the work achieved through our previous set of equality objectives during 2012 to 2016, and extend the scope of activities into our work with our partners, and our procurement and commissioning activities. They are challenging, address our dual role as service provider and employer and are designed to bring about real benefit for service users.

Our equality objectives for 2016 - 2020 are:

1. To integrate the Council's public sector equality duty into our partnership working
2. To apply robust equality requirements in commissioning, procurement and contract management

## Equality and Diversity Policy 2016

3. To develop our capacity so that our employees have the knowledge, skills and confidence to deliver our plans
4. To improve and develop equality in our business activities

Work to deliver these objectives is progressed through an action plan [link] identifying timescales and responsibilities. A report of our progress is published on the Council's website bi-annually after appropriate monitoring and scrutiny processes have concluded.

### Knowing our customers

It is important that we understand who our customers are and what they need from us. We carry out an extensive range of consultations and surveys on our activities and services every year. [link] We also use research, surveys and consultations undertaken by partner organisations and have an equality information sharing protocol in place to manage this process.

We must also understand how the work we do impacts upon people. To develop this understanding we undertake equality analysis on our services and activities. Every 3 years we screen our activities to identify those relevant to equality and carry out analysis on relevant activities. If activities relevant to equality undergo significant change within that 3 year period we re-analyse them to ensure we understand the impact of those changes. Similarly if new activities are developed we analyse them at key stages of their development. We publish our evidence based analysis reports on our [website](#).

### Equality monitoring

We will only collect information about our customers where that information is needed to improve services or to help determine whether our services are reaching the right people. We have an [Equality Monitoring policy](#) and a [Data Quality Strategy](#) in place and comply with the Data Protection Act 1998.

### Equality in decision making

For equality to be implemented at all stages of our work we must take equality into consideration when making decisions about our services. We pay due regard to the aims of the public sector equality duty when decisions are made at Executive level by our Cabinet, Full Council, and Portfolio Holders, and we are developing a formal process for our licencing and planning committees. Relevant equality information is generated via the evidenced based equality analysis process, and either forms part of the report or is accessible to members of relevant committees and who are informed as to its location.



# Equality and Diversity Policy 2016

## Equality information

We publish information annually to show the progress we've made to deliver the aims of the public sector equality duty. In July every year we publish a [report](#) on our website setting out the work undertaken within the previous 12 months.

## Training and understanding equality

It is important that our staff and elected members have appropriate training in equality and diversity to enable them to implement relevant legislation and the Council's policies and procedures, and respond appropriately in all circumstances.

An e-learning equality programme is mandatory for all staff, whilst front line staff and staff without supervisory responsibilities have additional training to understand relevant concepts including fairness, prejudice and stereotyping. Training for managers includes managing a diverse workforce and institutional discrimination.

Equality training is provided to elected members annually and includes understanding the public sector equality duty and equality in decision making.

## Reporting equality complaints or concerns

**For staff:** The Council is committed to creating a working environment where employees do not suffer harassment, bullying or intimidation on any grounds from colleagues or members of the public. Complaints of harassment or bullying will be taken seriously and as far as possible managed speedily and confidentially.

Concerns about inappropriate behaviour should be addressed to Human Resources and are managed through the Dignity at Work Policy and associated Human Resources policies.

**For customers:** We understand things can sometimes go wrong with the way we provide our services. Any concerns about equality relating to our services should be addressed to [ContactUs@eppingforestdc.gov.uk](mailto:ContactUs@eppingforestdc.gov.uk)

More information about equality at the Council can be obtained by emailing [equality@eppingforestdc.gov.uk](mailto:equality@eppingforestdc.gov.uk)

## Policy review

This policy will be reviewed in 3 years (2019) or sooner if significant changes are made to equality legislation or we alter the ways we address our public sector equality duty.

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## **Report to the Cabinet**

**Report reference: C-019-2016/17**  
**Date of meeting: 1 September 2016**



**Epping Forest  
District Council**

**Portfolio: Planning Policy**

**Subject: Draft Local Plan Consultation Strategy**

**Responsible Officer: Cassandra Polyzoides (01992 564119).**

**Democratic Services: Gary Woodhall (01992 564470).**

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

- (1) To agree the consultation strategy for the Draft Local Plan as set out in Appendix 1.**

### **Executive Summary:**

This report seeks agreement to the consultation strategy for the forthcoming Regulation 18 consultation on the Draft Local Plan scheduled for 31 October 2016 to 12 December 2016. Following the Local Plan Issues and Options consultation the Council has reviewed the methodologies used and comments received. In deciding the best consultation approaches for the Draft Local Plan, lessons learned and previously used and useful engagement practices were considered. Members requested that officers commission a PR consultancy (Remarkable consultants) to offer specialist support and to review the Council's engagement methods to date, the adopted Local Plan consultation strategy, and Statement of Community Involvement (SCI). The outcome of the review has resulted in the proposed Draft Local Plan consultation strategy submitted for approval, which has been used to guide the approach to be taken for the upcoming statutory consultation.

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

The Council is required to follow the engagement methods as outlined in the Statement of Community Involvement adopted in 2013. In addition and in order to ensure that the consultation for the Draft Plan is successful, consultants have been commissioned to update the Council's consultation strategy ensuring that is in line with the SCI, the Councils' adopted Local Plan consultation strategy and takes into account the lessons learned from previous engagement exercises.

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

To not approve the Draft Local Plan consultation strategy

### **Report:**

1. The preparation of the Local Plan for Epping Forest District is an on-going and complex process. The level of expert evidence that is required to support the emerging Local Plan is significant. The guidance on exactly what this should cover continues to evolve in light of the National Planning Policy Framework and its associated Guidance, and emerging Inspectors'

reports into other Local Plan Examinations around the country. There is a requirement for the Council to prepare an SCI which outlines the minimum required approach to be followed during the Local Plan consultations. This document was used in addition to officer and Member input, to prepare the Draft Local Plan consultation strategy. Epping Forest District Council has appointed PR consultants Remarkable to lead on the production of the consultation strategy and a timetable for its implementation as outlined in the main document.

2. Epping Forest District Council is committed to effective consultation and is seeking to build on the engagement undertaken as part of the Issues and Options consultation (Community Choices) in 2012 which received 3,556 responses, representing a total of 5,989 people. The consultee database used for the Community Choices consultation now contains 11,813 records. The consultation on the Draft Plan proposes to build on this and work towards the following objectives:

- (a) be clear, timely, meaningful and inclusive;
- (b) build on the lessons learnt from previous consultations;
- (c) tell the story of the Local Plan so far and the process moving forward;
- (d) promote and raise awareness of the consultation period and the opportunities to have your say;
- (e) outline the preferred options, how they have been determined and why;
- (f) achieve a greater level of response from a wider proportion of stakeholders;
- (g) use digital platforms and innovative content to engage a wider audience; and
- (h) involve the local community and listen to their comments.

3. The consultation strategy for the Draft Local Plan (attached at Appendix 1) broadly outlines the following approaches to be used:

- (a) A new, improved and dedicated website, to be used for background evidence, provide updates, social media feeds, video and for the submission of consultation questionnaires;
- (b) media briefings;
- (c) information leaflet distribution;
- (d) Tube station postcard handouts;
- (e) static information points across the District;
- (f) staffed exhibitions;
- (g) Member and resident association toolboxes; and
- (h) one-to-ones with Town & Parish Councils and developers;

4. There are three Phases proposed for the current consultation as outlined in the strategy.

### Phase 1: 'Raising Awareness'

5. In this phase the emphasis is to tell the story so far, outlining the context and purpose to the Local Plan, re-emphasising the emerging vision for the District and the process undertaken so far. This will be complemented by explaining the process moving forward and promoting the ways and means of getting involved. It will be implemented using the following tools:

- Revised Key Messages;
- Website;
- Video;
- Infographics;
- Councillor toolbox;
- Media relations; and
- Preparation of consultation materials.

6. The preparation of the above tools be completed in July and August 2016 for promotion from September onwards.

### Phase 2: 'Securing Engagement'

7. Once the initial 'raising awareness' steps, are completed a series of public exhibitions both staffed and unstaffed will be arranged during the statutory consultation period. This will ensure that the local community has an opportunity to speak face-to-face with the EFDC officers. A Full Council meeting will take place on the 18 October 2016 for members to agree to the consultation of the Draft Local Plan. If agreed, the Draft Plan consultation is scheduled to run for six weeks between 31 October 2016 and 12 December 2016. Key events for this phase include:

- (a) media launch event;
- (b) broadcast media and one-to-one sessions;
- (c) adverts in press;
- (d) press releases and interview;
- (e) information leaflet to every household (potentially via royal mail);
- (f) design of the leaflet;
- (g) consultee letter;
- (h) commuter postcards;
- (i) email mailings;
- (j) project website;
- (k) video;
- (l) infographics; and

- (m) Twitter / Facebook.

### Phase 3: 'Feedback and Staying Informed'

8. To ensure there is every opportunity for stakeholders to provide their feedback, multiple methods will be provided. However, we will be encouraging as many people as possible to submit their comments online, so that it is easy for them to be considered and for analysis to take place efficiently.

9. Following the conclusion of the statutory public consultation period, the consultants will collate the feedback into a comprehensive Consultation Report with initial analysis undertaken so that officers can assess and make any necessary amendments to the Draft Plan. The Consultation Report is fundamental in detailing and evidencing the consultation that has been undertaken. The consultation report will be pulled from feedback secured via the website and by post. Darzin – a consultation analysis tool will be used to analyse the data. In addition to the Consultation Report, Remarkable Engagement will produce a short summary of the results which will be published via:

- (a) the local media;
- (b) updates to the website;
- (c) social media posts and infographics; and
- (d) further e-shot.

10. It will be important to keep people informed, therefore once the consultation report is completed; Remarkable will review the forward strategy with Epping Forest District Council in supporting the pre-submission publication and Local Plan submission stages. As an indicative measure it is envisaged that we would undertake the following to keep people informed:

- E-newsletter update;
- Council bulletin update;
- Member briefing; and
- Website and social media updates.

11. Planning Policy Officers will also be available to support stakeholders (residents and developers) at set times during the consultation period, to field questions and offer support on submitting the consultation questionnaire.

#### **Resource Implications:**

The costs for the consultant's fees are included in the Local Plan budget.

#### **Legal and Governance Implications:**

The Council is required to prepare an SCI but not a detailed consultation strategy. It however has been deemed important that over time consultation strategies be developed to ensure the best approaches are followed during the statutory Local Plan consultations.

#### **Safer, Cleaner and Greener Implications:**

The delivery of a Local Plan, informed by a robust evidence base, will contribute to safer, cleaner, greener objectives by planning for sustainable development.

**Consultation Undertaken:**

N/A.

**Background Papers:**

Local Plan Statement of Community Involvement (February 2013)

Local Plan Consultation strategy (2013)

**Risk Management:**

Preparation of the Local Plan is a key priority for the Council and it is important that our approach to public consultations is reviewed and updated in line with best practice and the needs of our stakeholders.

# 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.

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The consultation strategy has taken into account comments from the previous statutory consultation (Issues & Options) in order to improve the methods of engagement e.g better website, improved and simplified questionnaire.

EFDC has followed a thorough and extensive consultation approach taking into account the needs of all stakeholders, including those harder to reach groups.

An EqIA was prepared for the Community Choices statutory consultation and will be reviewed for the Draft Plan consultation.



AUGUST 2016

**COMMUNICATIONS STRATEGY:  
EPPING FOREST DISTRICT LOCAL PLAN,  
DRAFT PLAN CONSULTATION**

**REMARKABLE  
ENGAGEMENT**

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# Overview



Remarkable Engagement ('Remarkable') was appointed in April 2016 to provide public relations and communications advice for Epping Forest District Council's ('the Council') Draft Local Plan consultation. This strategy has been produced to comply with the Government's regulations on Local Plan engagement and the Council's Statement for Community Involvement adopted in February 2013.

It has also been produced to align with Epping Forest District Council's Local Plan Communications Strategy agreed in March 2013 and the Local Development Scheme adopted in July 2015, with a programme to consult on its Draft Plan for a 6 week statutory period from 31 October – 12 December 2016. The guiding principle of this consultation is to reach as many people as possible, to inform them about the consultation and encourage them to ask questions, seek information and submit their comments in response to the Draft Plan.

This document outlines Remarkable's proposed strategy and a timetable of implementation for stakeholder engagement and public consultation to meet the requirements set out in the invitation to tender. This strategy document has been subject to feedback from council officers and local councillors.

# Principles of consultation



A series of principles of engagement have been developed by the Council, which Remarkable has sought to meet through the strategy document:

- Public involvement should be transparent and accessible and seek to reach as many local residents and businesses as possible.
- Engagement with the local community should form part of a continuous programme, not be a one-off event.
- Consistent branding should be used across all Local Plan media. The Planning Our Future logo is being used on all communication material.
- Consultation and communication methods used should be appropriate to the communities concerned.
- Work closely with other Directorates within the Council. There may be opportunities to link in with other consultation activities and use the feedback received.
- Information gathered through other consultations should be used wherever possible – e.g. the Local Strategic Partnership consultation for a revised Sustainable Community Strategy in the past, has formed part of the Local Plan evidence base.
- The level of community involvement should be appropriate to the role of the plan or study in question.
- Accessible report summaries of planning documents should be produced where appropriate.
- Any consultation method should be designed to ensure that meaningful feedback is achievable within the Council's resources and Local Plan timescales.

- All communication throughout the Local Plan consultation should be directed through generic telephone and email contacts rather than named team members. e.g. “**Contact the planning team on 01992 564517, email us on LDFconsult@eppingforestdc.gov.uk.**”

# Objectives



The Council is committed to effective consultation and is seeking to build on the engagement undertaken as part of the Issues and Options consultation (Community Choices) undertaken in 2012 which received 3,556 responses, representing a total of 5,989 people. The consultee database used for the Community Choices consultation now contains 11,813 records. The Draft Plan stage should build on this and work towards the following consultation objectives:

- Be clear, timely, meaningful and inclusive
- Build on the lessons learnt from previous consultations
- Tell the story of the Local Plan so far and the process moving forward
- Promote and raise awareness of the consultation period and the opportunities to have your say
- Outline the Draft Plan, how sites have been determined and why
- Achieve a greater level of response from a wider proportion of stakeholders
- Use digital platforms and innovative content to engage a wider audience
- Involve the local community and listen to their comments.

# Consultees



The Council maintains an up to date database of relevant consultees. The consultee database used for the Community Choices consultation contained 11,813 records. As the Local Plan has progressed the database has grown and the updated version will be used for the Draft Plan consultation.

In previous consultations the consultees have been categorised as below. The programme of activity outlines the forward approach for the Draft Plan consultation which will maintain the consultee categories identified.

The Council has a statutory duty to consult a range of consultees, some of which are residents and businesses, others named as specific bodies in the 2012 Plan Making Regulations and others that fall into the category of 'general consultation bodies'.

- a) **Specific and technical consultees** – Consultees in this group include adjoining local authorities, Parish Councils, English Heritage, Natural England, Highways England and Thames Water. All of these groups are involved during the proposed consultation and some are also invited to specialist technical workshops. The groups are identified in Appendix 2.
- b) **General consultees and residents** – The Council has discretion over precisely which general consultees it consults but they represent people with an interest in the local area. They fall into categories outlined in Appendix 2. These contacts include local residents, schools, commuters, local voluntary bodies, religious groups, residents' associations, local businesses and action groups.

It is each groups' responsibility to notify the Planning Policy team that they want to be on the general consultee list.

- c) **Other interested parties excluding residents and businesses** – In some cases this would include residents or businesses in neighbouring authorities expected to be directly affected by proposals in the plan. Others can include regional/national bodies, Friends of the Earth, etc.



# Consultation phases



Remarkable has produced a programme of activity for the Draft Plan consultation which is aligned to three key phases. This involves highlighting the Epping Forest District Local Plan story so far and raising awareness about the upcoming Draft Plan consultation with a number of promotional activities.

This is with a view to securing strong engagement with all stakeholders throughout the consultation period through a variety of consultation activities and events.

Keeping people informed about the Epping Forest District Local Plan and the next steps through a variety of methods will be important in ensuring stakeholders continue to feel engaged in the process.

**Phase 1** - Raising awareness

**Phase 2** - Securing engagement

**Phase 3** – Feedback and staying informed

We have outlined these three key phases against the following Epping Forest District's planning team's key dates for the delivery of the Draft Plan consultation.



# Phase 1 Raising awareness

## Creating a buzz about the Local Plan

In this phase we will seek to tell the story so far, outlining the context and purpose to the Epping Forest District Local Plan, re-emphasising the emerging vision for the district and the process undertaken so far. This will be complemented by explaining the process moving forward and promoting the ways and means of getting involved. It will be implemented using the following tools:

- Revised key messages
- An improved, dedicated website which is easy to navigate and use
- Video
- Infographics
- Councillor toolbox
- Media relations
- Preparation of consultation materials.

The preparation of the above tools will be completed in July and August 2016 for promotion from September onwards.

## Preparation and promotion

In September and October 2016 we will undertake a series of activities to promote the Epping Forest District Local Plan and the forthcoming consultation; this will be centred on the launch of the website and the promotion of the video.

## Creation of a dedicated website

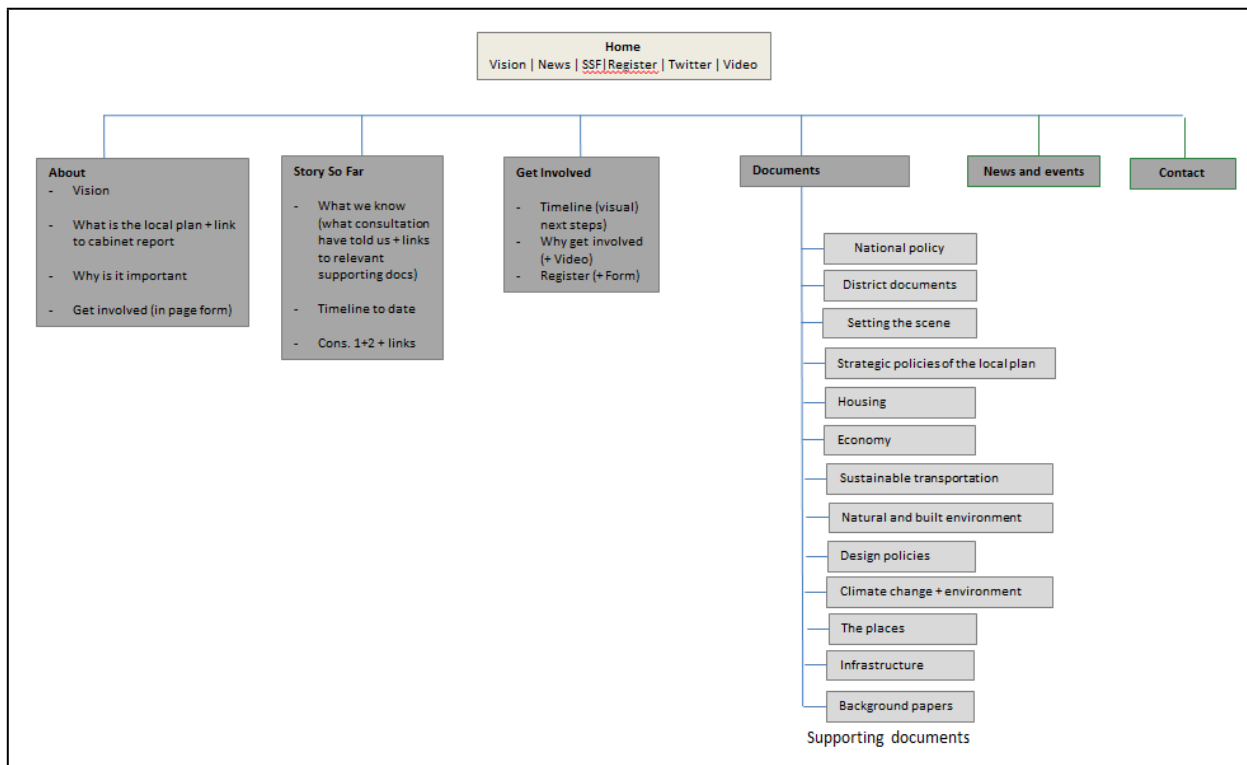
In line with the lessons learnt from the previous consultation, a separate Epping Forest District Local Plan website will be created which will navigate from the current Epping Forest District Council website. The website will retain the same address that residents have become used to ([www.eppingforestdc.gov.uk/planningourfuture](http://www.eppingforestdc.gov.uk/planningourfuture)) and will retain the same Planning Our Future straplines and branding. However, it will be designed to be clearer and easier to navigate; seeking to ensure people can find the relevant information in a short period of time, whilst providing the necessary technical detail and documentation if visitors are interested in further reading. The website will incorporate:

- A homepage including video and social media links
- A summary of the story so far, timeline, next steps
- A dedicated area to register for updates
- Draft Plan with relevant maps
- Access to documents and the supporting technical studies and evidence

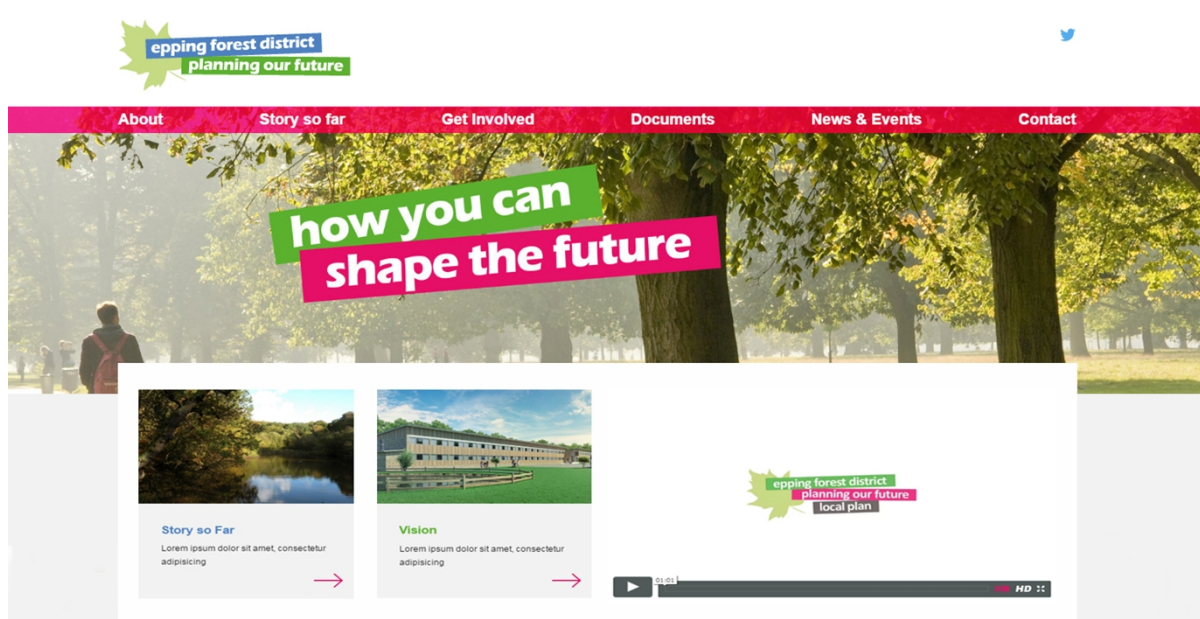
- Online version of the feedback form to allow stakeholders to provide comments on the Draft Plan
- Frequently asked questions area.

The new website would be made live ahead of the Draft Plan consultation being agreed by the Full Council on 18 October 2016. The new website launch will be used as a hook to encourage the local community to visit the website and revitalise interest in the Local Plan process.

The website address will be published on all consultation literature and promotional materials.



*Indicative structure of website (Phase 1) – subject to confirmation*



*An example design concept for website – please note content not final.*

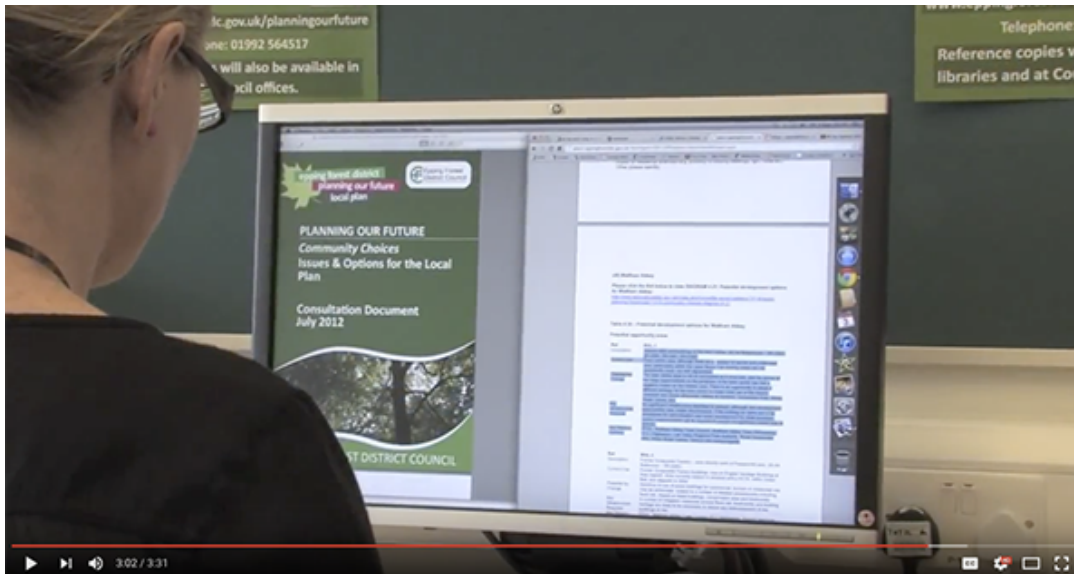
### Social Media and Content

The promotion of the Epping Forest District Local Plan should include the use of the Council’s Twitter and Facebook handle as in line with previous consultations. However, more emphasis should be placed on producing engaging content to ensure people interact with the consultation and are pointed to the website as a feedback tool.

Remarkable will produce a series of infographics and clips from a video to use as promotional tools on the website during the raising awareness phase. Direct engagement and tweets will be completed by the Council’s communications team.

People will be encouraged to use the hashtag #EFDCLocalPlan when discussing the Epping Forest District Local Plan and Draft Plan consultation.

## Production of Video



Building on the previous video already produced by the Council, Remarkable will create a further video which seeks to deliver the identified key messages in a visual manner. The video will include:

- Infographics to explain key figures and facts to tell the story so far and the next steps
- Footage from the local area to reinforce key messages
- Interviews with local residents, businesses, councillors and community groups on why the Local Plan is important and why their peers should get involved
- Appropriate music and voice over
- Editing of 30 second clips to encourage these are shared on Twitter and Facebook as part of the promotion and throughout the consultation.

The video will be launched with the new website and will be shared across the Council's Twitter and Facebook accounts to help remind residents what has happened so far in the Local Plan and reinvigorate interest. Existing followers will be encouraged to share the content on their own accounts. The video and infographics will also be shared with the local media to try and encourage them to share amongst their followers and readership, extending the reach of the content.

## Infographics



*An example design concept for the infographics – please note content (venues) is not reflective of the proposed consultation.*

Infographics are an effective means of distilling complex information in a format which is easy to digest through the predominant use of imagery. This is eye-catching content for residents and stakeholders to share across their own social media accounts and increase our audience.

Remarkable's in-house design team will produce a series of infographics of varying detail to assist in telling the story so far for the Epping Forest District Local Plan and to keep the local community informed and interested in the next step.

The infographic will be used across the consultation website and the Council's Facebook.

### Raising awareness - promotion

In September and October 2016 we will undertake a series of activities to promote the Epping Forest District Local Plan and the forthcoming consultation; this will be centred on the launch of the website and the promotion of the video. The following will need to be undertaken:

**Information E-bulletin** - Members will be briefed on the launch of the website and video with a view to sharing the information via their social media platforms and councillor leaflets etc. An electronic briefing note via email will be distributed to the relevant councillors (parish, town, district, county), MPs and local community groups.

**Media Local Plan presentation** – A presentation will take place between the Council’s public relations team, Planning Policy team and Remarkable and local media outlets well ahead of the consultation. The purpose of the briefing will be:

- The story so far - provide media outlets the opportunity to recap on the Local Plan with the Council’s Public Relation team and Planning Policy team
- Highlight the launch of the video and the website
- Answer any outstanding questions
- Reiterate the importance of, the Local Plan and getting involved
- Reaffirm commitment to working with the local community and what is coming up
- Local Plan next steps.

**Press release** – A press release will be issued following the Local Plan presentation which reaffirms the information provided and the Council’s key messages surrounding the Draft Local Plan.

**Developer Local Plan presentation** will take place between the Council’s Planning Policy team and the relevant developers ahead of the consultation (the purpose of the briefing will be as noted above under the media plan presentation).



## Phase 2 securing engagement

Once Remarkable has completed the initial 'raising awareness' steps, Remarkable will undertake with officers from the Council a community roadshow through a series of staffed public exhibitions and static information points. This will ensure that the local community has an opportunity to speak face-to-face with the Council Officers.

A Full Council meeting will take place on the 18th October 2016 for Members to agree to undertake the consultation of the Draft Plan. If agreed, the Draft Plan consultation is scheduled to run for six weeks between 31 October 2016 - 12 December 2016.

### Preparation and promotion

#### Media launch event

A second briefing will take place between the Council's public relations team, Planning Policy team and Remarkable. This will be with local media outlets which will act as a launch of the Draft Plan consultation. The event will outline:

- the purpose of the events, providing further background information as necessary
- the importance the Council places on stakeholder engagement
- the clear intention of the consultation and relevant consultation material as appropriate.

#### Broadcast media and one to one sessions

In addition to the launch event, we would seek to ensure coverage on local radio and television, through pre-planned interviews and the provision of "human stories".

#### Adverts in press

Special one off adverts will be taken out in the local press to further advertise the consultation and providing useful information. The placement, size and design of the advert will be important to the effectiveness of this means of advertising.

#### Press releases and interviews

A further press release will be issued and liaison with the local press will take place. This press release will provide context to the Draft Local Plan, what this consultation will relate to and inform, and outline the consultation event details, contact details of the team and how to find out more information. The press releases and media liaison will take place through the Council's Public Relations department, given the existing relationships that the department has with media outlets in the District.

A spokesperson from the Council should be available and prepared to give interviews to local radio and television outlets. Remarkable is able to give media training, as an additional extra, if interviews are requested.

**Information leaflet to every household**

All addresses (approximately 58,726 addresses) within Epping Forest District will receive a hand delivered, designed leaflet outlining an update on the Epping Forest District Local Plan process, the story so far, the next steps and how to get involved in the consultation.

It is suggested that the leaflet is approved in advance of the 18 October 2016 and issued the day after the members agree to the consultation of the Draft Plan, therefore aiming for print on the 19 October and delivery commencing the week beginning 24 October 2016.

We would suggest that a notification period of between 10 days – 14 days is an optimum timeframe to provide to the local community. This ensures that enough time is given for people to mark in their diaries, but not too long that it is not at the forefront of residents’ minds and forgotten about.

The newsletter will advertise the different means of contacting the project team and where you can find further information and reading materials about the Draft Plan.

**Design of the leaflet** - Remarkable will utilise the skills of our in-house design team to review existing literature to ensure it is eye-catching and easy to consume.

Existing branding of ‘Planning Our Future’ will continue on future literature so that there is a consistency and instantly recognisable brand to the next step in the Epping Forest District Local Plan process. However, there is an opportunity through a few simple changes to redesign the last leaflet issued by the Council so it is more effective in attracting engagement and understanding of the Draft Plan consultation process.

We will do this through simplifying the use of shapes within the document; therefore removing unnecessary blank spaces, breaking the text up to improve the flow of information, improving the use of imagery, spreading content more evenly across the document.



*Previous EFDC information leaflet*

### Consultee letter

A tailored letter will be issued to statutory consultees, businesses and technical consultees to notify them of the consultation once the Full Council agrees to the Draft Plan consultation.

### Commuter postcards

To ensure that we are promoting the consultation process as far as possible, and trying to encourage involvement among members of the community less likely to get involved, we will be arranging for consultation information postcards to be handed out during the morning and evening commuter rush at Epping Forest District's London Underground and train stations. It is suggested this takes place a week after the information leaflet is issued, and a week before the consultation events take place.

**epping forest district**  
**planning our future**  
**LOCAL PLAN**

**how you can**  
**shape the future**  
**win a meal for two**

For more information please visit our website:  
[www.eppingforestdc.gov.uk/planningourfuture](http://www.eppingforestdc.gov.uk/planningourfuture)

**Epping Forest District Council**

Epping Forest District Council is starting work on a Local Development Framework (LDF) Core Planning Strategy - setting out planning policies for the area for the next 20 years.

As part of the research process the Council is seeking the views of the community on planning for the district's future.

Please complete this questionnaire postcard and return it to us freepost. You will be automatically entered in a draw to win a meal for two in the district.

**Please complete your contact details**

Name

Address

Postcode

email

Tick box to be kept informed of future Core Planning Strategy consultations

*Previous EFDC commuter postcard*

- 31st October a.m. peak - Loughton Underground
- 31st October p.m. peak - Epping Underground
- 1st November a.m. peak - Chigwell Underground
- 1st November p.m. peak - Buckhurst Hill Underground
- 2nd November a.m. peak - Roydon Station
- 2nd November p.m. peak - Grange Hill
- 3rd November a.m. peak - Roding Valley Underground

- 3<sup>rd</sup> November p.m. peak - Debden Underground
- 4<sup>th</sup> November a.m. peak - Theydon Bois Underground
- 4<sup>th</sup> November p.m. peak - Waltham Cross Station
- 7<sup>th</sup> November a.m. peak - Sawbridgeworth station

### Email mailings

An e-shot will be issued to all email addresses provided to the Council during previous stages of the Local Plan process. The e-shot will contain similar information to the information leaflet. This e-shot will also be extended to the Council's existing database of businesses in the district. These will encourage people to submit feedback online and to directly register for updates via the website.

### Project website

The project website will be updated throughout at key points in the consultation process with relevant information.

### Video

The second video clipping will outline how the local community can get involved in the consultation process and why it is important to do so. It will be launched as soon as the information leaflets are distributed to the public.

The video will be used across the consultation website and the Council's Twitter and Facebook accounts. They will also be shared with the local media outlets and stakeholders to encourage them to share them to their network to increase the audience.

### Infographic

Remarkable's in-house design team will produce a set of infographics launching the Draft Plan consultation to encourage involvement, highlight why the Epping Forest District Local Plan is important to the resident, list the consultation events and how to find further information and provide feedback.



*Example infographic*

The infographic will be used across the consultation website and the Council's Twitter and Facebook accounts. They will also be shared with the local media outlets and stakeholders to encourage them to share them to their network to increase the audience.

### Twitter / Facebook

Utilising social media profiles is now vital to any large-scale community consultation. Remarkable Engagement sees this as a key method as social media has the ability to target hard to reach groups and a non-traditional demographic.

A weekly schedule of Twitter and Facebook posts will be agreed with the Council's Public Relations team in order to highlight the work of the Council so far on the Local Plan and what is happening next, this will also include the video and infographics.

## Consultation events

### Consultation materials

Remarkable suggests that the following materials should be available for the staffed exhibitions and static information points during the consultation.

#### Staffed exhibition:

- A generic exhibition display board to be used for each event
- A tailored exhibition display board for each of the areas within the Draft Plan consultation (e.g. Epping, North Weald Bassett, Waltham Abbey, Chipping Ongar, Buckhurst Hill, Loughton, Theydon Bois, Chigwell, Roydon, Nazeing and Lower Nazeing, Thornwood, Sewardstone)
- Printed copies of the exhibition display boards will be available to take away
- Questionnaire

- A visitors book, for registering attendance
- Freepost envelopes for the questionnaire
- A ballot box to deposit completed questionnaire
- Banner to display outside of the exhibition venue

### Static information points:

- A generic pop up display board – to include directions to website and Draft Plan information
- Copies of Draft Plan literature
- Questionnaire
- Ballot box
- Frequently Asked Questions leaflet
- A4 posters
- Direction to library computers for access to consultation website feedback facility

### Staffed Exhibitions

It is suggested that the staffed events/exhibitions take place from the 5<sup>th</sup> November 2016 to ensure maximum time for residents to digest the information presented, ask follow up questions and prepare their feedback to the Council's Planning Policy Team. The following table sets out the times and locations of the staffed exhibitions.

am		
Location	Consultation venue	Date and time
North Weald Bassett	North Weald Village Hall	Saturday 5 November 10am – 2pm.
Loughton	Lopping Hall	Monday 7 November. 3.30pm-8pm.
Chigwell	Chigwell Hall	Tuesday 8 November. 3.30pm-8pm
Ongar	Budworth Hall	Wednesday 9 November. 3.30pm- 8pm.
Epping	Epping Hall	Friday 11 November. 3.30pm-8pm.
Waltham Abbey	Waltham Abbey Town Hall	Monday 14 November. 3.30pm-8pm.

The areas suggested for a staffed exhibition reflects the areas and communities most likely to be affected by the proposals in the Draft Plan being put forward.

### Static information points

The static information points will be available in public venues throughout the six week period to ensure maximum opportunities to review the Draft Plan information. Project team contact details will be available, along with 'take away' literature.

Static information displays		
Location	Consultation venue	Suggested dates
Epping	Epping Library & Civic Centre	31 October 2016 - 12 December 2016
Ongar	Ongar Library	31 October 2016 - 12 December 2016
Waltham Abbey	Waltham Abbey Library	31 October 2016 - 12 December 2016
North Weald Bassett	North Weald Library	31 October 2016 - 12 December 2016
Loughton	Loughton Library	31 October 2016 - 12 December 2016
Buckhurst Hill	Buckhurst Hill Library	31 October 2016 - 12 December 2016
Chigwell	Chigwell Library	31 October 2016 - 12 December 2016
Sheering	Sheering Village Hall	31 October 2016 - 12 December 2016
Roydon	Roydon Village Hall	31 October 2016 - 12 December 2016
Nazeing	Bumbles Green Leisure Centre	31 October 2016 - 12 December 2016
Theydon Bois	Theydon Bois Village Hall	31 October 2016 - 12 December 2016

### **Civic office - Static Information Point**

A static exhibition will be available at the Civic Offices in Epping for the whole of the consultation period, with banners, hard copies of consultation documents for review and a ballot box to leave comments available. Attendees will also be able to access technical and evidence documents on a computer made available to them at the Planning Department Reception in the Civic Offices, should they wish to view copies of further information.

### **Parish & Town Council Briefings**

Appointments for parish and town council representatives to be briefed and ask questions on the local plan with Council Officers will be made available by prior appointment on a dedicated day during the week commencing 31<sup>st</sup> October.

### **Meeting with the Youth Council**

A presentation will be offered to Epping Forest's Youth Council. This will provide an opportunity to engage a group less likely to get involved in the traditional consultation process, and spreading the information about the consultation amongst their network.



# Member engagement



It will be important that Members of the Council and the Town and Parish Council's within the District are fully briefed and equipped with all the information regarding the Draft Plan consultation.

This will enable members to talk confidently about the consultation process with members of their local community and also promote the consultation events through their own resident contact, whether that is face-to-face, social media, blogs or community newsletters / leaflets.

During the raising awareness stage, the following will be undertaken:

- **All member briefing** on consultation communications strategy – to provide feedback
- **Raising awareness email** outlining the launch of the website and video and how to engage stakeholders
- **EFDC councillor workshops** outlining technical detail of preferred options.

During the securing engagement stage, the following will be undertaken:

- **Member Toolbox creation** - An electronic and hard copy briefing pack will be provided to members outlining the key information on the consultation in order for them to feel confident in promoting the Draft Epping Forest District Local Plan. This will include:
  - Concise summary sheet on the process
  - Outline of the timeline

- Posters
  - Consultation leaflets/questionnaire
  - Social media infographics to promote
- 
- **Parish & Town Council Briefings** - Appointments for parish and town council representatives to be briefed and ask questions on the local plan with Council Officers will be made available by prior appointment on a dedicated day during the week commencing 31<sup>st</sup> October.

During the consultation itself, the following day to day activity will be undertaken:

- Weekly update emails to members on the consultation providing an update on exhibitions, video and infographic updates and feedback numbers
- Dedicated member telephone hotline available at set times of the day for council officer's to answer questions and provide further information.

# Phase 3 feedback & staying informed

To ensure there is every opportunity for residents to provide their feedback, multiple methods will be provided. However, given the previous difficulties experienced using the questionnaire, we will be encouraging as many people to submit their comments online, so that it is easy for them to consider and respond.

Online Consultation System	An online version of the questionnaire will be made online via the website, which makes submitting comments easy and accessible allowing people to consider what they want to say in their own time.
Hard copy questionnaires	Hard copies of the questionnaires will be made available at all events and from the council offices to help people structure their responses to the consultation.
Email and Freepost	A new email address and Freepost postal address will be set up to allow for questions and feedback.
Information line	An information line will be available, so any technical questions can be answered. Any feedback provided through this method of contact will be fed through to the consultation team.
Council Offices	Council officers will be available on set days at the council offices.
Facebook and Twitter	<p>We will encourage anyone who shows interest in the Local Plan process to provide their formal feedback through the website questionnaire.</p> <p>However, we will undertake a monitor and listening exercise to ensure we are clear of the conversations taking place around the Local Plan. This will not be considered as formal feedback.</p>

## Analysis

Following the public consultation event and the collation and analysis of questionnaires and other feedback received, Remarkable would provide a comprehensive Consultation Report. The Consultation Report is fundamental in detailing and evidencing the consultation that has been undertaken.

In addition to the Consultation Report, Remarkable would produce a short summary of the results which would be published via:

- The local media,
- Updates to the website
- Social media posts and infographics
- Further e-shot

This also aids the Council in keeping Members briefed on the developments and outcomes of the Draft Plan consultation.

Remarkable will ensure that the Consultation Report is robust, includes all necessary evidence, and demonstrates that the Council has met all its obligations with regard to undertaking statutory consultation.

This report will include descriptions of all consultation activity undertaken throughout the process, record all feedback received, highlight key issues and respond to all points raised. It will be for Council officers to undertake the technical assessment of comments received and to advise whether amendments are needed to the Draft Plan prior to publicising the pre-submission plan.

## Keeping people informed

Once the consultation report is completed, Remarkable will review the forward strategy with the Council in supporting the pre-submission and Local Plan submission stages. As an indicative measure we would envisage undertaking the following:

- E-newsletter update
- Council bulletin update
- Member briefing
- Website and social media updates.

# Suggested consultation timetable

## Raising awareness

Raising Awareness Timetable		
Draft documentation	Consultation strategy briefing to all Council members	28 July 2016
	Consultation strategy report to Cabinet	1 September 2016
Promotion of website and video launch Briefings on story so far/work undertaken	First stakeholder email bulletin	18 August 2016
	Developer briefing on site selection methodology - one day for all developers	9 September 2016
	Media Local Plan presentation, press release distributed (embargoed until 15 September 2016)	14 September 2016
	Stakeholder email/bulletin promoting website and video launch	15 September 2016
	Website Phase 1 goes live	w/c 15 September
	Infographic, video, social media	w/c 12 September - 18 October 2016
	Electronic member toolbox distributed	7 October 2016
Sign off	Local Plan papers published on website	28 September 2016
	Cabinet meeting - Local Plan	6 October 2016
	Full Council meeting to agree Draft Plan for consultation	18 October 2016
	Hard copy of member briefing distributed after full council	18 October 2016

## Securing engagement

Briefings on preferred approach consultation	Suggested dates
Media launch event	19 October 2016
Parish council and Resident Groups slots – by prior appointment	Tuesday 22 November: Town and Parish Councils and resident groups
Youth Council briefing	w/c 31 October 2016
Developer briefings on Draft Plan - by prior appointment	Friday 18 November: Developers

Promotion	Date
Adverts in press	w/c 24 & w/c 31 October
Press releases and interviews	19 October onwards
Information leaflet to every household	w/c 24 October
Statutory consultee letter	19 October onwards
Commuter postcards	w/c 31 October
Email mailings	Weekly update
Project website and social media	Updated throughout
Video – 2 <sup>nd</sup> part	19 October

# Local plan consultees

For full details refer to [The Town and Country Planning \(Local Planning\) \(England\) Regulations 2012](#)

Regulation 18 explains that a local planning authority must notify each of the bodies or persons specified below and invite them to make representations:

- The specific consultation bodies that the local planning authority consider may have an interest in the subject of the proposed plan
- The general consultation bodies that the local planning authority consider appropriate
- Such residents and other persons carrying on business in the local planning authority from which the local planning authority consider it appropriate to invite representations.

The Local Planning Authority must also take into account any representation made in response to invitations.

## Specific and technical consultees:

- The Coal Authority
- The Environment Agency
- The Historic Buildings and Ancient Monuments Commission for England (known as English Heritage)
- The Marine Management Organisation
- Natural England
- Network Rail Infrastructure Limited
- The Highways Agency
- A relevant authority any part of whose area is in or adjoins the local planning authority's area, namely
  - A local planning authority
  - A county council
  - A parish council
  - A local policing body
- Any person to whom the electronic communications code applies
- Any person who owns or controls electronic communications apparatus situated in the local authority's area
- If it exercises functions in the local area:
  - A Primary Care Trust
  - A person holding a license under the Electricity Act 1989 or Gas Act 1986

- A sewerage undertaker
- A water undertaker
- The Homes and Communities Agency

### **General consultees and residents:**

- Voluntary bodies some or all of whose activities benefit any part of the local planning authority's area
- Bodies which represent the interests of different racial, ethnic or national groups in the local planning authority's area
- Bodies which represent the interests of different religious groups in the local planning authority's area
- Bodies which represent the interests of disabled persons in the local planning authority's area
- Bodies which represent the interests of persons carrying on business in the local planning authority's area.



## **Report to the Cabinet**

**Report reference:** C-020-2016/17  
**Date of meeting:** 1 September 2016



**Epping Forest  
District Council**

**Portfolio:** Leader of Council  
**Subject:** Transformation Programme – June/July 2016 Highlight Report  
**Responsible Officer:** David Bailey (01992 564105).  
**Democratic Services:** Gary Woodhall (01992 564470).

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

(1) That the Cabinet note the progress of Projects and Programmes for June - July 2016, alongside planned actions for August.

### **Executive Summary:**

Regular highlight reports on the progress of the Transformation Programme are presented to the Cabinet. This is the highlight report for June - July 2016. The format of the report has evolved in order to remain an effective tool for highlighting progress, slippage and remedial actions being undertaken.

The report includes progress for all chartered projects, as well as progress on key aspects of the Transformation Programme.

Overall, progress indicators for 'cost', 'delivery / outcomes / outputs' and 'benefits' remain Green. The status indicator for 'time' is reported as Amber to highlight that 33 actions (from a total of 294) are overdue. Project and Programme Managers have actions in place to deal with any potential negative effects. Progress will be kept under review and it is anticipated that the status of the majority of these items will return to Green in the next report.

### **Reasons for Proposed Decisions:**

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

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

No other options are available. Failure to monitor and review progress of the Transformation Programme and to consider corrective action where necessary, could have negative implications for the Council's reputation, and may mean the opportunities for improvement were lost.

### **Report:**

1. This is the June - July 2016 Highlight Report for the Transformation Programme. The format of the report has evolved in order to remain an effective tool for highlighting progress, slippage and remedial actions being taken.

2. The report includes progress for all chartered projects, as well as progress on key aspects of the Transformation Programme.

3. The Cabinet is requested to review progress for June - July 2016, alongside actions scheduled for the next period and any remedial actions being undertaken.

4. The highlight report uses the RAG rating, based on Red, Amber and Green colours used in a traffic light system. The definitions of the RAG ratings are:

<i>Light</i>	<i>Definition</i>	<i>Action</i>
<b>Red</b>	<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>
<b>Amber</b>	<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>
<b>Green</b>	<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>

5. This report includes progress for **all** 34 chartered ‘live’ projects, alongside progress on key aspects of the Transformation Programme overall.

6. Overall, transformation progress status indicators remain Green for ‘cost’, ‘delivery / outcomes / outputs’ and ‘benefits’. The status indicator for ‘time’ is reported as Amber to highlight that 33 actions (from a total of 294) are overdue when compared with planned timelines.

7. Aside from the projects referred to above, Project and Programme Managers have actions in place to deal with any potential negative effects. The deviation from plans for the vast majority is within tolerances, most often within one calendar month. It is anticipated that the status of the majority of these items will return to Green by the end of the next period and progress will be kept under review.

8. Appendix 1 contains the highlight report for June - July 2016.

**Resource Implications:**

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

**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 (3 August 2016).

**Background Papers:**

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

**Risk Management:**

There are no risk management issues arising from the recommendations of this report. Relevant issues arising from actions to achieve specific projects will have been identified by the Transformation Programme Board.

# 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.

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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>
<b>6-7</b>	<b>June - July 2016</b>

### 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	<b>Amber</b>	<b>Green</b>	33 milestones overdue but under control (from total of 294) as detailed below.
Cost	<b>Green</b>	<b>Green</b>	
Delivery / outcome / output	<b>Green</b>	<b>Green</b>	
Benefits	<b>Green</b>	<b>Green</b>	

### Approval

<i>Approved for submission to the Cabinet (Sponsoring Group), given by</i>	Transformation Programme Board	<i>Date</i>	03.08.2016
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### Distribution list

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

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

<i>Actions overdue</i>	<i>Planned date</i>	<i>Remedial actions</i>	<i>Due date</i>	<i>Owner</i>
<b>Workstream 1 – Customer Experience</b>				
<b>P001 Customer Contact Projects</b>				
Collect private interview room usage data	Jun 2016	Collect private interview room usage data	Sep 2016	Assistant Director – Governance and Performance Management
Leader to approve PID	Jul 2016	Portfolio Holder decision	Aug 2016	Head of Transformation
Recruitment	Jul 2016	Recruitment	Aug 2016	Head of Transformation
Commence customer journey mapping	Jul 2016	Commence customer journey mapping	Sep 2016	Head of Transformation
Complete reception specification	Jul 2016	Complete reception specification	Aug 2016	Head of Transformation
Prepare layout options	Jul 2016	Prepare layout options	Sep 2016	Facilities Manager
Plan customer contact centre discovery activities	Jul 2016	Plan customer contact centre discovery activities	Sep 2016	Assistant Director – Human Resources
Assess alternative solutions to Achieve Forms for CRM	Jun 2016	Assess alternative solutions to Achieve Forms for CRM	Sep 2016	ICT Operations Manager
Communications plan stakeholder analysis	Jul 2016	Communications plan stakeholder analysis	Sep 2016	Social Media and Customer Services Officer
<b>P004 Corporate Communications</b>				
Continue discovery	Jul 2016	Continue discovery	Sep 2016	Public Relations Manager
Report findings and Project Initiation Document (PID)	Aug 2016	Report findings and Project Initiation Document (PID)	Oct 2016	Public Relations Manager
<b>P006 Ageing Population Needs Assessment</b>				
A report detailing the research findings	May 2016	A report detailing the research findings	Aug 2016	Assistant Director – Communities
<b>P010 Review Sheltered Housing Scheme Support</b>				
Drafted Report on Careline Monitoring Service	Jun 2016	Report on Careline Service to go to Communities Select Committee 8 November	Nov 2016	Assistant Director – Housing Operations

<i>Actions overdue</i>	<i>Planned date</i>	<i>Remedial actions</i>	<i>Due date</i>	<i>Owner</i>
<b>Workstream 1 – Customer Experience</b>				
<b>P017 Limes Centre, Chigwell, Service Expansion</b>				
Report to Communities Select Committee 6 September	Sep 2016	12 month Review will go to the Communities Select Committee in March 2017	Mar 2017	Assistant Director – Housing Operations
<b>P045 Customer Self-Service Payment Kiosks</b>				
Leader to approve PID	Jul 2016	Portfolio Holder decision	Aug 2016	Head of Transformation
<b>Workstream 2 – Business Culture</b>				
<b>P003 Establish Project and Programme Management</b>				
Leader to approve PID	Jul 2016	Portfolio Holder decision	Aug 2016	Head of Transformation
Visit other authorities and completed system demonstrations	Jul 2016	Visit other authorities and completed system demonstrations	Sep 2016	ICT Operations Manager
Complete specification	Jul 2016	Complete specification	Sep 2016	Head of Transformation
<b>P044 Electronic Invoicing</b>				
Looking to bring in the rest of the Council, initially for large scale/higher volume suppliers	Aug 2016	Looking to bring in the rest of the Council, initially for large scale/higher volume suppliers	Oct 2016	Procurement Manager
<b>Workstream 3 – Resources, Accommodation and Technology</b>				
<b>P002 Service Accommodation Review</b>				
First draft feasibility report received and amends completed	Jul 2016	First draft feasibility report received and amends completed	Aug 2016	Director of Resources
Leader to approve PID	Jul 2016	Portfolio Holder decision	Aug 2016	Head of Transformation
<b>P033 Printer Migration</b>				
Leader to approve PID	Jul 2016	Portfolio Holder decision	Aug 2016	Head of Transformation

<i>Actions overdue</i>	<i>Planned date</i>	<i>Remedial actions</i>	<i>Due date</i>	<i>Owner</i>
<b>Workstream 3 – Resources, Accommodation and Technology</b>				
<b>P116 HRA Financial Plan Review</b>				
Options report to be completed for September Finance and Performance Management Cabinet Committee.	Sep 2016	Options report to be completed for future Finance and Performance Management Cabinet Committee. Project on hold awaiting Government guidance	Dec 2016	Director of Communities
<b>Workstream 4 – Major Projects</b>				
<b>P111 Council Housebuilding Programme Team</b>				
Unsuccessful in appointing a Development Officer	Sep 2016	Looking to select a Development Officer via the Agencies	Sep 2016	Assistant Director – Housing Property
<b>P112 Operating Partner for North Weald Airfield</b>				
Project on hold due to officers working on other priority project	Jul 2016	Project on hold due to officers working on other priority project	To be determined	Assistant Director – Neighbourhoods
<b>P114 St John's Road Development</b>				
Final terms of sale were agreed by ECC Cabinet and EFDC Cabinet	Jun 2016	Submission to Secretary of State and further work on contract	Aug 2016	Development Consultant
<b>P118 Oakwood Hill Depot</b>				
Practical completion of Building	Jun 2016	Practical completion of Building	Jul 2016	Development Consultant
Transfer of all services from Langston Road	Jun 2016	Transfer of all services from Langston Road by 22 August	Aug 2016	Development Consultant
VOSA Accreditation achieved	Jun 2016	VOSA Accreditation achieved	Jul 2016	Development Consultant
<b>P120 Council Housebuilding Programme</b>				
Completion of Phase 1 build	Mar 2016	Continued negotiations to result in a Housing Portfolio Holder decision in August and a start (back) on site in September	Jun 2017	Assistant Director – Housing Property



<i>Actions overdue</i>	<i>Planned date</i>	<i>Remedial actions</i>	<i>Due date</i>	<i>Owner</i>
<b>Workstream 4 – Major Projects</b>				
Send out Phase 3 tenders	Aug 2016	Send out Phase 3 tenders in August and return early September	Sep 2016	Assistant Director – Housing Property
<b>Staff transformation training</b>				
Cohort 2 evaluation	Jul 2016	Cohort 2 evaluation	Aug 2016	Learning & Development Manager
Prepare participant list and dates for Cohort 3	Jul 2016	Prepare participant list and dates for Cohort 3	Aug 2016	Learning & Development Manager

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

<i>Progress in June</i>	<i>Progress in July</i>	<i>Actions for August</i>	<i>Due</i>	<i>Owner</i>
<b>Reporting</b>				
Highlight Report to Cabinet 9 June	Highlight Report to Cabinet 21 July	Highlight Report to Cabinet September	Sep 2016	Leader of the Council
All projects included on Highlight Report	-	-	-	Chief Executive
<b>Workstreams</b>				
TPB agreed project charters: P006 Ageing Population Needs Assessment P017 Limes Centre Service Expansion P008 Museum Heritage Trust P010 Review Sheltered Housing Scheme Support P011 Insurance Administration P012 Council's Apprenticeship Scheme P013 Maximise Corporate Debt Collection P014 Integrated HR Payroll IT System P117 Raise Building Control Profile P109 ICT Strategy Implementation P116 Future Options for the HRA Financial Plan P021 Repairs and Maintenance Hub P118 Oakwood Hill Depot P112 Operating Partner North	TPB agreed project charters: P050 Reprographics Service Review P106 Workforce Development Strategy P108 Shared Services Review P122 Information Management P124 Corporate and Business Planning	TPB consider project charters: ▪ Leisure management contract ▪ Hillhouse masterplan ▪ Council housing strategy TPB consider PIDs: ▪ Off-street parking service review	Aug 2016	Chief Executive

<i>Progress in June</i>	<i>Progress in July</i>	<i>Actions for August</i>	<i>Due</i>	<i>Owner</i>
P113 Weald Airfield Epping Forest Shopping Park P114 St. John's Road Development P115 Local Plan Projects P107 Estates – Service Review P111 Council Housebuilding Programme Team P120 Council Housebuilding Programme				
-	TPB agreed project closures: P011 Insurance Administration P123 Ongar Academy School	-	-	Chief Executive
TPB used charter information to balance resource deployment across programme	TPB used charter information to balance resource deployment across programme	Continue drafting charters for key projects from Business Plans	Aug 2016	Chief Executive
<b>Workstream 1 – Customer Experience</b>				
<b>P001 Customer Contact Projects</b>				
Brief key cabinet members	-	-	-	Chief Executive
Analyse data	Analysis of customer visits / transactions completed	Collect private interview room usage data.	Jun 2016	Assistant Director – Governance and Performance Management
Project Initiation Document (PID) approved 1 June	-	Leader to approve PID	Jul 2016	Head of Transformation
New job roles evaluated: Assistant Director – Customer Service, Business Analyst – Customer Service	New vacancies advertised: Head of Customer Service and Business Analyst – Customer Service	Recruitment	Jul 2016	Head of Transformation

<i>Progress in June</i>	<i>Progress in July</i>	<i>Actions for August</i>	<i>Due</i>	<i>Owner</i>
<b>Workstream 1 – Customer Experience</b>				
-	-	Commence customer journey mapping	Jul 2016	Head of Transformation
-	-	Complete reception specification	Jul 2016	Head of Transformation
-	-	Prepare layout options	Jul 2016	Facilities Manager
-	Structural survey funding approved	Undertake structural survey	Sep 2016	Facilities Manager
-	-	Plan customer contact centre discovery activities	Jul 2016	Assistant Director – Human Resources
-	Priority areas for channel shift identified	-	-	ICT Operations Manager
-	-	Map and review existing channel shift solutions	Sep 2016	ICT Operations Manager
-	-	Develop fit-for-purpose specification through prototype channel shift	Sep 2016	ICT Operations Manager
-	Initial work completed to evaluate Achieve Forms as main CRM portal	Prototype through Achieve Service and Achieve Self-Service	Aug 2016	ICT Operations Manager
-	Assessed alternative solutions to Achieve Forms for CRM	Establish prototype system to test selected alternatives	Aug 2016	ICT Operations Manager
-	-	Communications plan stakeholder analysis	Jul 2016	Social Media and Customer Services Officer
<b>P004 Corporate Communications</b>				
Initial discovery commenced on audit of internal and external communications	Discovery ongoing, included customer survey at North Weald Airfield Centenary	Continue discovery	Jul 2016	Public Relations Manager
-	Work has begun to review Corporate Identity	-	-	Public Relations Manager

<i>Progress in June</i>	<i>Progress in July</i>	<i>Actions for August</i>	<i>Due</i>	<i>Owner</i>
<b>Workstream 1 – Customer Experience</b>				
-	Revisions to clarify charter discussed	Agree charter amendments	Aug 2016	Head of Transformation
-	-	Report findings and Project Initiation Document (PID)	Aug 2016	Public Relations Manager
<b>P006 Ageing Population Needs Assessment</b>				
Recommendations from study defined	Study findings presented to Leadership Team and Epping Forest Health and Wellbeing Board	-	-	Assistant Director – Communities
Final text proofed and circulated to key partners for comment	Executive summary produced	-	-	Assistant Director – Communities
-	-	Action Plan to be completed by September (likely to be August)	May 2016	Assistant Director - Communities
<b>P010 Review Sheltered Housing Scheme Support</b>				
Visited Harlow Council to discover lessons learnt from outsourcing	-	-	-	Assistant Director – Housing Operations
-	Change in hours has been achieved	Change of hours will take effect from 6 September	Sep 2016	Assistant Director – Housing Operations
Drafted Report on Careline Monitoring Service	-	Report on Careline Service to go to Communities Select Committee 8 November	Jun 2016	Assistant Director – Housing Operations
<b>P017 Limes Centre, Chigwell, Service Expansion</b>				
Extended opening hours maintained	Extended opening hours maintained	Maintain extended opening hours (month 7)	Aug 2016	Assistant Director – Housing Operations
-	Report to Communities Select Committee 6 September	12 month Review will go to the Communities Select Committee in March 2017	Mar 2017	Assistant Director – Housing Operations

<i>Progress in June</i>	<i>Progress in July</i>	<i>Actions for August</i>	<i>Due</i>	<i>Owner</i>
<b>Workstream 1 – Customer Experience</b>				
<b>P045 Customer Self-Service Payment Kiosks</b>				
Project Initiation Document (PID) approved 1 June	-	Leader to approve PID	Jul 2016	Head of Transformation
Visited Basildon DC to inform kiosk installation requirements	-	-	-	Senior Cashier
Publicity banner in cashiers to inform customers of upcoming changes	Follow-up meeting with PR for District Lines article	-	-	Senior Cashier
-	Preparatory work by Facilities for the kiosk installations	Delivery, installation and commissioning of both kiosks confirmed for Tuesday 2 August	Aug 2016	Senior Cashier
Kiosk programming and testing	Visit to supplier for off-site testing prior to delivery	Testing of application and training for staff prior to go-live will be progressed	Aug 2016	Senior Cashier
<b>Workstream 2 – Business Culture</b>				
<b>P003 Establish Project and Programme Management</b>				
Project Initiation Document (PID) approved 1 June	-	Leader to approve PID	Jul 2016	Head of Transformation
Discovery activities	Systems demonstrations	Visit other authorities and completed system demonstrations	Jul 2016	ICT Operations Manager
-	Design specification	Complete specification	Jul 2016	Head of Transformation
-	-	Design tailored project and programme management framework	Aug 2016	Head of Transformation
<b>P008 Museum Heritage Trust</b>				
Awaiting outcome of Arts Council bid for Resilience Funding	Still awaiting outcome of Arts Council bid for Resilience Funding	Trust development cannot commence until October 2016 under funding restrictions	Oct 2016	Assistant Director – Communities

<i>Progress in June</i>	<i>Progress in July</i>	<i>Actions for August</i>	<i>Due</i>	<i>Owner</i>
<b>Workstream 2 – Business Culture</b>				
<b>P011 Insurance Administration</b>				
Project closure and evaluation completed	Request project closure from TPB	-	-	Risk Management and Insurance Officer
<b>P012 Council's Apprenticeship Scheme Support</b>				
Project Charter amended following changes in the scheme	Unable to update Project Charter because government changes have not been fully published	Government changes come into effect in April 2017	Apr 2017	Learning and Development Manager
-	Second work-placements being achieved	-	-	Learning and Development Manager
-	All NVQ modules 90-100% complete	-	-	Learning and Development Manager
-	First apprentice has secured 2 year employment contract in Benefits department	Suitable vacancies identified & ring-fenced	Aug 2016	Learning and Development Manager
-	-	BTEC & Functional Skills exams completed	Aug 2016	Learning and Development Manager
-	-	Provide interview skills support	Aug 2016	Learning and Development Manager
<b>P019 File Scanning Building Control</b>				
1,000 files data cleansed and 500 files scanned up to the end of June	1,500 files data cleansed and 900 files scanned up to the end of July	Additional resources engaged to accelerate scanning of 12,100 remaining BC files	May 2017	Senior Business Manager
3,000 Development Control files quality checked and securely destroyed	Total number of files quality checked in 2016/17 is 6,200	8,800 DC files to be quality checked and securely destroyed	Mar 2017	Senior Business Manager
60% of Waltham Holy Cross Urban District Council records scanned	Quality checking resulted in re-evaluation of scanning Waltham Holy Cross Urban District Council records 30% complete	Balance 70% to be scanned	Oct 2016	Senior Business Manager

<i>Progress in June</i>	<i>Progress in July</i>	<i>Actions for August</i>	<i>Due</i>	<i>Owner</i>
<b>Workstream 2 – Business Culture</b>				
27,000 Building Control addresses identified that are either missing or need correction to support mobile and flexible working	By end of July, 27,000 BC addresses identified that are either missing or need correction	Resources to be engaged in early August with estimated commencement date late August	Aug 2016	Senior Business Manager
Progress on interactive mapping for internal use prototype	Significant progress has been made with the interactive mapping due to be displayed internally on the intranet for a pilot/test period	Interactive mapping layer with links to planning applications will be placed on EFDC Website by September	Sep 2016	Senior Business Manager
-	-	Correct planning history errors through investigation	Apr 2017	Senior Business Manager
<b>P020 Legal Document Scanning</b>				
Mortgage records scanning completed and originals disposed	-	-	-	Assistant Director – Legal
Land Terrier: Scanned previous months documents #1,459 and available to Estates Service	Land Terrier – Approx. 9000 documents scanned	-	-	Assistant Director – Legal
Enforcement Notice spreadsheet completed	Enforcement Notices – started scanning notices and affixing to the spreadsheet as and when resources were available	-	-	Assistant Director – Legal
Miscellaneous system spreadsheet completed. Scanning assistance provided by Business Process Team	Assistance with scanning is being provided by the Business Process team as and when they have capacity	-	-	Assistant Director – Legal
Implemented paperless files for identified routine work using Timebase system	Monitoring use of Timebase for routine enquiries, looking to see how Timebase can be used in	-	-	Assistant Director – Legal



<i>Progress in June</i>	<i>Progress in July</i>	<i>Actions for August</i>	<i>Due</i>	<i>Owner</i>
<b>Workstream 2 – Business Culture</b>				
	other ways to reduce paperwork on files			
-	Member of staff who undertook this work left in July so scanning post advertised and closing date for application was 22 Jul	Progress will depend upon when the potential appointed person is able to start scanning	-	Assistant Director – Legal
-	-	A member of staff is returning and it is intended for them to undertake some of the more routine scanning	Aug 2016	Assistant Director – Legal
<b>P043 Correspondence Scanning</b>				
Initial project team meeting 6 and 30 June	-	-	-	Business Manager
-	Completed indexing across filing systems to share information using I@W so electronic methods used rather than using paper memos as before	-	-	Business Manager
Discovery of postal procedures at Service level	Post Distribution Questionnaires and Process Mapping completed for Directorates at Discovery stage	Trends to be looked at in August	Aug 2016	Business Manager
Phase one – Monitoring of incoming post completed for April-June	-	Phase two – Restart monitoring of post in August-October	Oct 2016	Business Manager
Prototype Council Tax post, scanning and indexing within Business Support	Council Tax incoming post being processed within Business Support Office – completed and working successfully to date	Continue to monitor to ensure successful implementation	Aug 2016	Business Manager

<i>Progress in June</i>	<i>Progress in July</i>	<i>Actions for August</i>	<i>Due</i>	<i>Owner</i>
<b>Workstream 2 – Business Culture</b>				
<b>P044 Electronic Invoicing</b>				
E-invoicing pilot continued	Approx. 100 e-invoices have been processed with average processing time being 7 days whereas KPI target is currently 30 days	-	-	Procurement Manager
-	-	Looking to engage with suppliers that are part of the test to encourage submitting e-invoices in various different ways	Aug 2016	Procurement Manager
-	-	Looking to bring in the rest of the Council, initially for large scale/higher volume suppliers	Aug 2016	Procurement Manager
<b>P105 Civic Office Waste and Recycling</b>				
Current contractor given notice of termination 16 June	-	-	-	Environmental Coordinator
-	New bins delivered to Civic Offices on 19 July for waste and recycling	Old compactor will be removed from site	Aug 2016	Environmental Coordinator
Met Biffa to explore contract option to collect Civic Office waste and recycling	-	Biffa to begin collections by 1 August	Aug 2016	Environmental Coordinator
-	-	New recycling and waste bins are being looked at for the offices and will be trialled in August	Aug 2016	Environmental Coordinator
-	-	Training for staff on new bins – there will be more separation at source for food waste and recycling	Aug 2016	Environmental Coordinator

<i>Progress in June</i>	<i>Progress in July</i>	<i>Actions for August</i>	<i>Due</i>	<i>Owner</i>
<b>Workstream 2 – Business Culture</b>				
<b>P107 Estate Service Review</b>				
New delegated authority forms in use	-	-	-	Chief Estates Officer
Propman system training for surveyors	-	-	-	Chief Estates Officer
System live and first batch of rent invoices sent out on quarter day	-	-	-	Chief Estates Officer
Reallocation of assets to new staff and between existing staff finalised	-	-	-	Chief Estates Officer
New arrears policy communicated to tenants and sent out with rent invoices	Evaluated practice of arrears policy	-	-	Chief Estates Officer
-	Progress has been made towards strengthening professional resource in line with Project Charter	Further strengthening of professional resource	Aug 2016	Chief Estates Officer
-	Propman implementation has been furthered to allow reports to aid Surveyors	Continue to further Propman implementation to allow reports to aid Surveyors	Oct 2016	Chief Estates Officer
<b>P117 Raise Building Control Profile</b>				
With 6.8 of 7 posts filled, Building Control are working at a 97% staffing level	With 6.8 of 7 posts filled, Building Control are working at 97% staffing level	Continuation of measures to retain qualified staff	Aug 2016	Building Control Manager
Recognition that BC should be the first choice for Surveying services for all EFDC housing projects and assets is not fully established	Recognition that BC should be the first choice for Surveying services for at EFDC housing projects and assets is not fully established	Ongoing review and representations made with Assistant Director – Development Manager and Director of Governance	Oct 2016	Building Control Manager

<i>Progress in June</i>	<i>Progress in July</i>	<i>Actions for August</i>	<i>Due</i>	<i>Owner</i>
<b>Workstream 2 – Business Culture</b>				
2 new partnerships have been established working with architects, building professionals and housing associations providing new income streams	New partnerships have been established working with architects, building professionals and housing associations providing new income streams	Ongoing work to identify similar partnerships which is linked to the capacity to provide a professional BC service	Mar 2017	Building Control Manager
<b>P122 Information Management</b>				
-	Started to map the key data sets	Continue mapping	Dec 2016	Chief Internal Auditor
-	<i>Pro forma</i> has been produced and initial feedback has been received to analyse the best way to record information	<i>Pro forma</i> continues to evolve	Dec 2016	Chief Internal Auditor
-	<i>Pro forma</i> sent to Business Manager in Governance to trial	-	-	Chief Internal Auditor
<b>P124 Corporate and Business Planning</b>				
-	Project Charter agreed by TPB 6 July	-	-	Head of Transformation
-	Management Board considered draft Corporate Key Action Plan 6 July	-	-	Senior Performance Improvement Officer
-	Overview and Scrutiny Committee considered draft Corporate Key Action Plan 6 July	-	-	Senior Performance Improvement Officer
-	Initial project team meeting 19 July	-	-	Senior Performance Improvement Officer
-	Joint Management Board and Cabinet considered draft Corporate Key Action Plan 21 July	-	-	Senior Performance Improvement Officer

<i>Progress in June</i>	<i>Progress in July</i>	<i>Actions for August</i>	<i>Due</i>	<i>Owner</i>
<b>Workstream 2 – Business Culture</b>				
-	Directorate reps added to project team 27 July	-	-	Head of Transformation
-	-	Sharpen draft Corporate Key Action Plan	Aug 2016	Senior Performance Improvement Officer
-	-	Cabinet adopt Corporate Key Action Plan	Sep 2016	Senior Performance Improvement Officer
<b>Workstream 3 – Resources, Accommodation and Technology</b>				
<b>P002 Service Accommodation Review</b>				
Tender selection and award	-	-	-	Director of Resources
Workshop with Leadership Team 8 June	-	-	-	Director of Resources
External consultants undertake feasibility study	External consultants undertaking feasibility study	First draft feasibility report received and amends completed	May 2016	Director of Resources
-	-	Joint Cabinet and Management Board meeting 1 September	Jun 2016	Director of Resources
-	-	Leader to approve PID	Jul 2016	Head of Transformation
<b>P013 Maximising Corporate Debt Collection</b>				
Performance Management Framework continues to be in place	-	Corporate Debt Working Party to meet 30 August and review the Framework	Aug 2016	Assistant Director – Revenues
<b>P014 HR Payroll IT System</b>				
Project kick-off meeting with three boroughs and Midland HR 15 June	-	-	-	Human Resources Manager
Training on HR and Payroll systems from Midland HR 27-29 June	-	-	-	Human Resources Manager
Structure meeting with Midland	Completed data templates for	-	-	Human Resources

<i>Progress in June</i>	<i>Progress in July</i>	<i>Actions for August</i>	<i>Due</i>	<i>Owner</i>
<b>Workstream 3 – Resources, Accommodation and Technology</b>				
HR to populate data 30 June	Midland HR to capture the data to populate the required fields			Manager
-	Data cleansing and audit of HR personal details	-	-	Human Resources Manager
Implementation Governance Board agreed go-live date for December pay run 20 June	Implementation Governance meeting took place on 15 July and the timeline of the payroll system was agreed	Data load to be complete by the end of September	Sep 2016	Human Resources Manager
	-	Work with the current payroll provider to help with the extraction of the relevant data	Aug 2016	Human Resources Manager
<b>P021 Repairs and Maintenance Hub – North Weald</b>				
Planning permission obtained	Current project charter deliverable was for planning permission	-	-	Assistant Director – Housing Property
-	Decision was made at Cabinet on 21 July to hold the project until the P002 Service Accommodation Review feasibility report is received from PwC	Project will be considered at Cabinet on 5 November	Nov 2016	Director of Neighbourhoods
<b>P033 Printer Migration</b>				
Project Initiation Document (PID) approved 1 June	-	Leader to approve PID	Jul 2016	Head of Transformation
-	TPB approved Printer Migration team recommendations	-	-	Assistant Director – ICT & Facilities Management
Printer usage discovery and analysis	MDF positioning within Civic Offices complex has been finalised	-	-	Assistant Director – ICT & Facilities Management

<i>Progress in June</i>	<i>Progress in July</i>	<i>Actions for August</i>	<i>Due</i>	<i>Owner</i>
<b>Workstream 3 – Resources, Accommodation and Technology</b>				
-	Xerox have been approved as the supplier	Orders placed with Xerox and the first MFDs will start appearing in October	Oct 2016	Assistant Director – ICT & Facilities Management
-	-	Existing printers will be removed by area once MFD is in place	Oct 2016	Assistant Director – ICT & Facilities Management
<b>P039 Out-of-hours Power Management Systems</b>				
IGel power down test completed	Successfully tested the use of the power down capability on iGels	Continue plans to roll out the power down capability on a group of test machines	Aug 2016	ICT Operations Manager
<b>P046 Propman Property Management System</b>				
Invoices for quarterly rent run produced from Propman	-	-	-	Estate Management Officer
-	Continued development of project	Review due in October	Oct 2016	Estate Management Officer
<b>P109 ICT Strategy Implementation</b>				
Project Initiation Document completed	-	-	-	Assistant Director – ICT and Facilities Management
ICT Strategy programme management migrated into House on the Hill system	-	-	-	ICT Operations Manager
-	All ICT strategy projects have been subject to RPA assessment	-	-	ICT Operations Manager
-	All transformation projects which were not in the strategy programme have been added in	-	-	ICT Operations Manager
-	Consultation with Leadership	Continued consultation with	Aug 2016	ICT Operations

<i>Progress in June</i>	<i>Progress in July</i>	<i>Actions for August</i>	<i>Due</i>	<i>Owner</i>
<b>Workstream 3 – Resources, Accommodation and Technology</b>				
	Team for project requirements 2017/18 to link into capital requirements report in the Autumn	Leadership Team		Manager
<b>P116 HRA Financial Plan Review</b>				
Awaiting draft government guidance	The Review cannot be undertaken until Government Guidance is published on the sale of higher value and void properties – which DCLG officials have advised has been delayed	Options report to be completed for future Finance and Performance Management Cabinet Committee. Project on hold awaiting Government guidance	Sep 2016	Director of Communities
<b>Workstream 4 – Major Projects</b>				
<b>P111 Council Housebuilding Programme Team</b>				
Recruitment undertaken: Shortlisted 4 applicants for Development Manager and 2 for Development Officer. Interviewed 3 applicants in total	-	-	-	Assistant Director – Housing Property
-	Successfully appointed a Development Manager	Development Manager due to start on 1 August	Aug 2016	Assistant Director – Housing Property
-	Unsuccessful in appointing a Development Officer	Looking to select a Development Officer via the Agencies	Sep 2016	Assistant Director – Housing Property
<b>P112 Operating Partner for North Weald Airfield</b>				
Started developing specification for competitive dialogue for procurement of operating partner, as result of changes to EU rules on contract procurement	Project on hold due to officers working on other priority project	Project on hold due to officers working on other priority project	Aug 2016	Assistant Director – Neighbourhoods



<i>Progress in June</i>	<i>Progress in July</i>	<i>Actions for August</i>	<i>Due</i>	<i>Owner</i>
<b>Workstream 4 – Major Projects</b>				
<b>P113 Epping Forest Shopping Park</b>				
Colliers International progressed marketing / leasing units reported to Asset Management and Economic Development Cabinet Committee	Marketing ongoing	Marketing ongoing	Aug 2016	Development Consultant
Main build tender process undertaken. Main build contract awarded to McLaughlin & Harvey	Award of main construction contract agreed by Cabinet 21 July	-	-	Development Consultant
-	Section 278 partially mobilised	Full start on Section 278 works	Aug 2016	Development Consultant
<b>P114 St John's Road Development</b>				
Revised financial agreement with solicitors finalising legal documentation	Final terms of sale were agreed by ECC Cabinet and EFDC Cabinet	Submission to Secretary of State and further work on contract	Jun 2016	Development Consultant
<b>P115 Local Plan Programme</b>				
Milestones being met in accordance to LDS and reported to MB	Local Development Scheme Timetable agreed	Further workshops on Site Assessment	Aug 2016	Assistant Director – Planning and Economic Development
-	-	Preparation of draft plan for consideration by Cabinet 6 October	Oct 2016	Assistant Director – Planning and Economic Development
<b>P118 Oakwood Hill Depot</b>				
Practical completion accepted of Grounds Maintenance workshop and office building 17 June	Practical completion of Building	-	-	Development Consultant
Staff and equipment relocated 18 June	-	Transfer of all services from Langston Road	Jun 2016	Development Consultant

<i>Progress in June</i>	<i>Progress in July</i>	<i>Actions for August</i>	<i>Due</i>	<i>Owner</i>
<b>Workstream 4 – Major Projects</b>				
-	VOSA Accreditation achieved	-	-	Development Consultant
<b>P120 Council Housebuilding Programme</b>				
6 street properties identified on the open market. All offers accepted. One completed	5 properties completed by the end of July	1 property left to complete in August	Aug 2016	Assistant Director – Housing Property
Agreement with Linden Homes to purchase eight affordable homes at Barnfield Roydon	Works commenced on site in July	-	-	Assistant Director – Housing Property
Between March and June, 7 sites (of 13 submitted) obtained planning permission. In addition, 2 sites resubmitted, 1 sold at auction	-	The Council Housebuilding Cabinet Committee has not met since March 2016. There are no plans to meet again until around September or October	Oct 2016	Assistant Director – Housing Property
Planning applications for all Phase 5 sites submitted in April and May: 2 sites gained planning permission	-	All three sites referred to District Development Committee to be considered 3 August	Aug 2016	Assistant Director – Housing Property
Planning applications for Phase 6 sites being prepared	-	Planning applications are being submitted as and when the transport studies and other survey information are available. Since transport studies cannot be undertaken during school holidays, these will be delayed until September or October	Oct 2016	Assistant Director – Housing Property
Terminated Phase 1 contract and negotiated alternative contractors willing to complete the works	Negotiating with P A Finlays to reach an agreeable contract sum for the recovery of Phase 1	Continued negotiations to result in a Housing Portfolio Holder decision in August and a start (back) on site in September	Mar 2016	Assistant Director – Housing Property

<i>Progress in June</i>	<i>Progress in July</i>	<i>Actions for August</i>	<i>Due</i>	<i>Owner</i>
<b>Workstream 4 – Major Projects</b>				
-	Undertaken an in-depth financial appraisal of projected cash-flow and an underspend discovered	Considering the best options to deal with this	Dec 2016	Assistant Director – Housing Property
-	-	Phase 3 tenders sent out in August and returned early September	Aug 2016	Assistant Director – Housing Property
Planning permission obtained for Pyrles Lane nursery site	-	Pyrles Lane nursery due to go before Cabinet	Nov 2016	Assistant Director – Housing Property
<b>Staff transformation training</b>				
Cohort 2 training day 1 delivered 14 June	Cohort 2 training day 2 delivered 5 July	-	-	Learning & Development Manager
-	-	Cohort 2 evaluation	Jul 2016	Learning & Development Manager
-	-	Prepare participant list and dates for Cohort 3	Jul 2016	Learning & Development Manager
<b>Communications</b>				
Update available to staff via Corporate Intranet and District Lines 10 June	Updated staff on key projects via Staff Briefing 7 July	Regular updates through Corporate Intranet, all staff email and District Lines	Aug 2016	Chief Executive
-	Leadership Team update	Regular updates	Aug 2016	Chief Executive
-	Briefing for Elected Members 26 July	Article in Member Bulletin with link to presentation	Aug 2016	Head of Transformation
-	TPB considered Communication Management Strategy	Communications Plan to be completed	Aug 2016	Public Relations Manager
Updated the Leader and key Cabinet members 20 June	Updated Joint Cabinet and Management Board meeting 21 July	-	-	Chief Executive

<i>Progress in June</i>	<i>Progress in July</i>	<i>Actions for August</i>	<i>Due</i>	<i>Owner</i>
<b>Risk</b>				
-	TPB approved Risk Management Strategy	Risk Records to be completed and reported to Corporate Risk Management Group	Sep 2016	Head of Transformation
<b>Programme Benefits</b>				
-	TPB approved Programme Benefits Management Strategy	Programme Benefits Profiles to be completed	Sep 2016	Head of Transformation
<b>Transformation Programme Board (TPB)</b>				
Met 1 June	Met 6 and 20 July	Regular meetings	Aug 2016	Chief Executive
<b>Programme Management Office (PMO)</b>				
Met 8 June	Met 13 and 27 July	Meetings as necessary	Aug 2016	Head of Transformation
<b>£100k transformation savings</b>				
PMO to complete discovery	Initial discovery completed	-	-	Head of Transformation
-	TPB agreed business cases	Report to Cabinet	Sep 2016	Chief Executive

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

### **Change control for milestones overdue**

<i>Workstream / Project</i>	<i>Action taken to resolve a problem</i>	<i>Due date</i>	<i>Owner</i>
P001 Customer Contact Projects	Review / amend charter timeline through change control to account for absence of key personnel	Aug 2016	Head of Transformation
P002 Service Accommodation Review	Review / amend charter timeline through change control	Aug 2016	Director of Resources
P003 Establish Project and Programme Management	Review / amend charter timeline through change control	Aug 2016	Head of Transformation
P004 Corporate Communications	Review / amend charter timeline through change control	Aug 2016	Public Relations Manager
P006 Ageing Population Needs Assessment	Review / amend charter timeline through change control	Aug 2016	Assistant Director – Communities

<i>Workstream / Project</i>	<i>Action taken to resolve a problem</i>	<i>Due date</i>	<i>Owner</i>
P008 Museum Heritage Trust	Review / amend charter timeline through change control	Aug 2016	Assistant Director – Communities
P010 Review Sheltered Housing Scheme Support	Review / amend charter timeline through change control	Aug 2016	Assistant Director – Housing Operations
P013 Maximise Corporate Debt Collection	Review / amend charter timeline through change control	Aug 2016	Assistant Director – Revenues
P014 Integrated HR Payroll IT System	Amend charter timeline to include more detailed plan through change control	Aug 2016	Human Resources Manager
P017 Limes Centre, Chigwell, Service Expansion	Review / amend charter timeline through change control	Aug 2016	Assistant Director – Housing Operations
P019 File Scanning Building Control	Review / amend charter timeline through change control	Aug 2016	Senior Business Manager
P039 Out-of-hours Power Management	Review / amend charter timeline through change control	Aug 2016	ICT Operations Manager
P043 Correspondence Scanning	Review / amend charter timeline through change control	Aug 2016	Business Manager
P044 Electronic Invoicing	Review / amend charter timeline through change control	Aug 2016	Procurement Manager
P046 Propman Property Management System	Review / amend charter timeline through change control. Check possible drift from scope	Aug 2016	Estate Management Officer
P107 Estate Service Review	Review / amend charter timeline through change control	Aug 2016	Chief Estates Officer
P109 ICT Strategy Implementation	Amend charter timeline to include more detailed plan through change control	Aug 2016	ICT Operations Manager
P111 Council Housebuilding Programme Team	Review / amend charter timeline through change control	Aug 2016	Assistant Director – Housing Property
P112 Operating Partner for North Weald Airfield	Review / amend charter timeline to account for Leisure Management Contract through change control	Aug 2016	Assistant Director - Neighbourhoods
P114 St John's Road Development	Review / amend charter timeline through change control	Aug 2016	Development Consultant
P116 HRA Financial Plan Review	Review / amend charter timeline through change control	Aug 2016	Director of Communities

<i>Workstream / Project</i>	<i>Action taken to resolve a problem</i>	<i>Due date</i>	<i>Owner</i>
P118 Oakwood Hill Depot	Review / amend charter timeline through change control	Aug 2016	Development Consultant
P120 Council Housebuilding Programme	Review / amend charter timeline through change control	Aug 2016	Assistant Director – Housing Property
Project Initiation Documents (PID)	Portfolio Holder Decision to approve PIDs: P001, P002, P003, P033 in progress	Aug 2016	Head of Transformation
Staff transformation training	Review / amend timeline to account for absence of key personnel	Aug 2016	Learning & Development Manager

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

None.

**Escalated risks**

None.

## Document control

<i>Version</i>	<i>Date</i>	<i>Status (draft, approved)</i>	<i>Author</i>	<i>Change description</i>
1.0	07.06.2016	June draft	David Bailey, Head of Transformation	Draft
1.1	06.07.2016	June draft	David Bailey, Head of Transformation	Draft
1.2	26.07.2016	June draft	Charlotte Bryant, Intern Officer	Audit deliverables
1.3	29.07.2016	June draft	David Bailey, Head of Transformation	RAG status
1.4	03.08.2016	June draft	Charlotte Bryant, Intern Officer	Re-check deliverables and RAG status
1.5	03.08.2016	Approved	Transformation Programme Board	Approved with amends
2.1	26.07.2016	July draft	Charlotte Bryant, Intern Officer	Draft and audit deliverables
2.2	29.07.2016	July draft	David Bailey, Head of Transformation	RAG status
2.3	02.08.2016	July draft	Charlotte Bryant, Intern Officer	Re-check deliverables and RAG status
2.4	03.08.2016	Approved	Transformation Programme Board	Approved with amends
2.5	04.08.2016	June - July draft	Charlotte Bryant, Intern Officer	Merge June and July Highlight Reports
2.6	05.08.2016	Final draft	David Bailey, Head of Transformation	Prepare Cabinet Report
2.7	11.08.2016	Approved	Charlotte Bryant, Intern Officer	Minor amends from Cabinet APG

\*\*\* End of Report \*\*\*

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## **Report to the Cabinet**

**Report reference:** C-021-2016/17  
**Date of meeting:** 1 September 2016



**Epping Forest  
District Council**

**Portfolio:** Environment  
Safer, Greener & Transport

**Subject:** Environmental Charter and Objectives

**Responsible Officer:** Liz Ainslie (01992 564235)

**Democratic Services:** Gary Woodhall (01992 564470)

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

- (1) That the Environmental Charter (attached at Appendix 1) and associated Commitments and Actions (attached at Appendix 2) be endorsed by the Cabinet; and,**
- (2) That the Environmental Charter be approved for signature on behalf of the Council and signed by the Leader of the Council and the Chief Executive accordingly.**

### **Executive Summary:**

Climate change is one of the most dangerous threats the world is facing today and there is little doubt that human activity is the primary driver of the observed changes in climate. In recognition of this the Council became a signatory to the Nottingham Declaration in 2007. The Climate Change Strategy published in 2009 in order to demonstrate how the commitments of the Declaration would be met now needs updating.

The Nottingham Declaration has now essentially been replaced by the Climate Local Agreement and framework. This was developed by the Local Government Association as a mechanism that local authorities could use to identify, and make a public statement of their commitment to, appropriate climate change initiatives.

It is considered appropriate that the Council has its own 'Environmental Charter' based on the Climate Local Framework.

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

The Council's current commitment to environmental issues is outlined in the Climate Change Strategy which is now out of date.

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

The Council has discounted the option of not having an environmental policy in place as, being a significant local employer and a provider of services, it could be criticised for not demonstrating its commitment to the 'green agenda' particularly in a time of transformation. The Charter and associated documents have been developed in accordance with the express wish of the Neighbourhoods and Communities Select Committee on 11 November 2015.

## Report:

1. In 2007, in order to demonstrate its commitment to the UK Climate Change Programme, the Council signed the Nottingham Declaration on Climate Change. This committed the Council to producing a climate change strategy, and a Working Group, the Corporate Green Working Party (GWP), was set up to progress the development of the strategy. The Council's Climate Change Strategy was subsequently agreed by the Cabinet in 2009 (C-119-2008/09).

2. Although the Climate Change Strategy quickly became out of date in terms of the structure of the Council, the resources available to effect change and the abolition of national indicators on environmental issues, the GWP continued to take forward actions that still had relevance and value. However, it is now considered time that the Council should replace the 2009 Strategy with a new strategy that can take account of current thinking on these issues and the Council's future direction.

3. The form that the Council's future strategies on environmental issues should take was considered by the Neighbourhoods and Communities Services Select Committee on 17 November 2015. The Select Committee agreed that an environmental charter and action plan should be developed to replace the 2009 Climate Change Policy. The commitments in the Charter would be under the main headings of 'Climate Adaptation', 'Tackling Greenhouse Gas Emissions' and 'Sustainability' which had been chosen at a working party of the Council's Leadership Team. The Select Committee asked that when the charter and action plan had been developed further it should be brought back to them for 'comments and agreement'.

4. A charter and action plan were then drafted based on the 'Climate Local' methodology which identifies the environmental commitments a local authority might make, broken down into broad areas (e.g. finance, energy, the natural environment etc.). Within each area, suggestions are made for actions that could be appropriate depending on the nature of the individual authority. The draft 'Environmental Charter' (Appendix 1) and the 'Commitments and Actions' document (Appendix 2) follow the format of Climate Local methodology but are tailored to this Council's requirements. The draft Charter and Commitments and Actions were considered and agreed by the Neighbourhoods Select Committee in June 2016.

5. The Environmental Charter is an overarching document to explain the Council's main commitments to the environment as the area leader. The document has been drawn up in such a way as to make it flexible and inclusive enough to cover all areas of EFDC's operations. The 'Commitments and Actions' framework is designed to demonstrate how the Council is fulfilling its obligations under the Charter.

6. Each action in the Commitments and Actions document will be developed into more specific actions in the GWP work plan. The Commitments and Actions will be updated when actions are completed to provide a record of what has been achieved but the work plan will be the "working document" which changes to provide more detail behind the commitments and actions.

7. The GWP work plan already includes an item to review its work plan on a six-monthly basis and ad hoc as required. The Neighbourhoods Select Committee also agreed at its meeting on 28 June to receive an annual report on progress against the Environmental Charter Action Plan.

8. The Cabinet is asked to endorse the draft Environmental Charter attached at Appendix 1 and Commitments and Actions attached at Appendix 2 and that the Charter be signed by the Council's Leader and Chief Executive accordingly.

9. Following the endorsement by the Cabinet, the Environmental Charter will be promoted to all Council employees and the general public by appropriate methods.

**Resource Implications:**

All costs are contained within current budgets.

**Legal and Governance Implications:**

There are no legal implications as such as there is not a statutory requirement to have an Environmental Charter although local authorities are required to make a submission two-yearly under HECA (the Home Energy Conservation Act) stating their energy-saving ambitions and targets on energy efficiency in residential homes the District.

In addition to this the Council has statutory duties relating to the environment, including waste collection and recycling, food safety and water sampling, and building and development control.

There is a requirement for local authorities to submit annual greenhouse gas reporting to BEIS (the department for Business Energy and Industrial Strategy, formerly DECC). This gives the Government a snapshot of how local authorities are cutting their emissions. While not legally binding, it is requested annually and could, in future, be a legal reporting requirement to achieve UK climate reduction targets.

The GWP has an item on its work plan to carry out a review of its work plan every six months or ad-hoc if required. This will continue and will include the specific actions that will enable the Council to meet its Environmental Charter commitments.

The Neighbourhoods Select Committee will also receive an annual report on progress against the Environmental Charter Action Plan.

**Safer, Cleaner and Greener Implications:**

The Environmental Charter and associated commitments action document state the Council's high level aspirations with regard to climate change, tackling greenhouse gas emissions and sustainability and therefore has relevance to the 'safer, cleaner, greener' agenda.

**Consultation Undertaken:**

In the development to the Charter and action plan the GWP has consulted with:

- The Neighbourhoods and Communities Select Committee on 17 November 2015
- The Neighbourhoods Select Committee on 28 June 2016.

**Background Papers:** Climate Local methodology ([www.local.gov.uk/climate-local](http://www.local.gov.uk/climate-local)).

**Risk Management:**

Although it is not a statutory requirement to have environmental strategies and policies in place there could be considered to be a reputational risk not to do so particularly given the Council's role as a significant local employer and a provider of services. The Council also has a role as an exemplar to people working in and visiting the District and in the light of this, should be able to demonstrate its commitment to the 'green agenda'.

# 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.

While having an Environmental Charter in itself is will not adversely impact any group, various studies have demonstrated that older people and disabled people are most likely to be affected by the impacts of climate change. There is not yet a complete understanding of the relationship between the protected characteristics of age and of disability and the impact of climate change. It has to be recognised, however, that it is not just extreme weather events themselves but also the disruption to services that affects the lives of older and disabled people disproportionately.

The figures on long-term health problems or disability show that in the Epping Forest District, 16% of the population report that they are disabled to the extent that their day to day activities are limited to some degree. Although this is slightly lower (1%) than the national average, this is still a significant proportion of the population that is more likely than those without a disability to be affected by the impacts of climate change. The table below illustrates these figures.

## Long-Term Health Problem or Disability, 2011 (QS303EW)

Source: Office for National Statistics (ONS) – Census 2011 (see [link](#))

Variable	EFDC	% of Population	England	% of Population
All Residents (Persons)	124,659		53,012,456	
Day-to-Day Activities Limited a Lot (Persons)	8,831	7%	4,405,394	8%
Day-to-Day Activities Limited a Little (Persons)	10,770	9%	4,947,192	9%
Day-to-Day Activities Not Limited (Persons)	105,058	84%	43,659,870	83%

*(percentage figures are rounded to the nearest whole number)*

Figures on age in the Epping Forest District show that the percentage of the population that is over 65 is 19.5% of the total District population. As can be seen from the table below, this is almost 2% higher than the national figure.

## MYE2: Population Estimates by single year of age and sex for local authorities in the UK, mid-2015

Source: Office for National Statistics (ONS) – Mid-year estimates **2015** (see [link](#))

Extract for Epping Forest District:

Area	All Ages	Total 65+ (people)	Total 65+ (%)
England	54,786,327	9,711,572	17.7%
Epping Forest District	129,677	25,251	19.5%

*(percentage figures are rounded to the first decimal place)*

As there are a significant number of older and of disabled residents in the District, it is particularly important that the Council is seen to be playing a part in reducing climate change and taking action to reduce its impacts as much as is possible. The Council can do this by making a commitment on environmental issues that includes clear actions with realistic, but stretching, targets.

The actions put in place will be monitored by the Neighbourhoods Select Committee and any possible equalities issues will be identified together with any action that is necessary to eliminate, so far as is possible, any negative impacts.

Where commitments require engagement with the public, officers will ensure that this is done in such a way as to meet the public sector equality duties of eliminating discrimination, advancing equality of opportunity and foster good relations.

### Other links for information

Population Projection (see [link](#)) (see [link](#))

Neighbourhood Statistics (see [link](#))

Disability – facts and figures (see [link](#))

## THE ENVIRONMENTAL CHARTER FOR EPPING FOREST DISTRICT COUNCIL

Epping Forest District is unique. It is largely rural, with 92% of the district Metropolitan Green Belt land. There are Sites of Special Scientific Interest, conservation areas and over 200 Local Wildlife Sites, as well as Special Conservation and Protection areas.

Residents have stated the special character of the District is important to them, in particular to protect the Green Belt land. In order to do this, we must recognise the impacts climate change will have on the area. We must ensure that we act in an environmentally responsible way, both as individuals and as a council, to reduce these impacts and mitigate changes.

We also recognise that our council has an important role to help our residents and businesses to capture the opportunities and benefits of action on climate change.

**To achieve this, we will progressively address the risks and pursue the opportunities presented by a changing climate, in line with local priorities, through our role as:**

- **Community leader** – helping local people and businesses to be smarter about their energy use and to prepare for climate impacts.
- **Service provider** – delivering services that are resource efficient, less carbon intensive, resilient and that protect those most vulnerable to climate impacts.
- **Estate manager** – ensuring that our own buildings and operations are resource efficient and are prepared for the impacts of a changing climate.

**We will do this by:**

- Working across all EFDC departments, teams, policies and plans to ensure that opportunities to meet the Charter's objectives are pursued.
- Setting EFDC locally-owned and determined commitments and actions to reduce carbon emissions and to manage climate impacts. These will be specific, measurable and challenging.
- Publishing our commitments, actions and progress, enabling local communities to hold us to account.
- Sharing the learning from our experiences and achievements with other councils.
- Regularly refreshing our commitments.

**As signatories of this Charter, we the undersigned pledge to:**

Commit to Climate Adaptation:

Ensure the Council's assets and operations are resilient to the predicted climate change impacts. Assist in the work to prepare the District for climate change.

Tackle Greenhouse Gases:

Reduce the amount of CO<sub>2</sub> and other greenhouse gases we as a Council emit through our services and operations.

Be More Sustainable Ourselves:

Influence and use our powers where possible to minimise the environmental impact of our actions and decisions. Assist residents to become more sustainable through

advice and policies.

Signed:  
(Leader of the Council)

Dated:

Signed:  
(Chief Executive of the Council)

Dated:

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Commitments and Actions

In order to achieve our commitments, EFDC will look for opportunities to meet the Charter's objectives during the development, and execution, of the transformation process. The Green Working Party in particular will work closely to achieve goals set by the Local Plan, Green Infrastructure Plan, ICT Strategy, and Transformation projects.

The following are the main commitments and actions agreed to achieve our goals as stated in the Environment Charter, as recommended by Climate Local for Local Authorities. To support these high-level commitments and actions the Green Working Party will continue to hold a Work Plan to record tasks and report progress.

Climate Adaptation

Commitment: Ensure the Council's assets and operations are resilient to the predicted climate change impacts and assist in the work to prepare the District for the new climate.			
Progress:			

Ref	Action(s)	Monitoring	Outcomes	Resources
C.01	Inform the public and local stakeholders of our commitment to tackling climate change and adapt for future scenarios through Climate Local and communications.			
C.02	Produce an annual report of progress on climate change targets and actions.	Example: Produce report; put on website and promote.		
C.03	Encourage stakeholders and community groups to develop their own climate change action plans.			
C.04	Ensure policies are joined up within the Local Plan, District Plans, Green Infrastructure plans, EFDC Delivery Plan, and any others.			

Tackling Greenhouse Gas Emissions

Commitment: Reduce the amount of CO2 and other greenhouse gases we emit in the District.			
Progress:			

	Action(s)	Monitoring	Outcomes	Resources
G.01	Monitor and measure our energy use as a Council.	Example: CRC and GHG reporting		
G.02	Develop a carbon management plan for the Council to show how we plan to reduce our emissions in the next 5 and 10 years.			
G.03	Establish targets of cuts and measures of progress for the Council; report annually.			
G.04	Review the council's potential for energy efficiency improvements in its own properties and housing stock.	Examples: Lighting; double glazing; etc. Continue to gain RHI funding for housing.		

- G.05 Review the council's renewable energy potential in its own properties and housing stock.
- G.06 Work with local businesses to help them reduce their emissions.
- G.07 Provide grants or loans for community carbon reduction projects and signposting community groups to external sources of support and funding.
- G.08 Ensure a policy for the council's vehicle fleet; ensure low-emissions and hybrid/electric is considered when new vehicles leased.
- G.09 Reduce the amount of waste and increase the amount of recycling from ALL council offices.
- G.10 Communicate with residents to increase recycling and reuse.
- G.10 Work with outside organisations (WRAP, etc) to educate public about reducing their waste.

### Sustainability

Commitment: Influence and use our powers where possible to minimise the environmental impact of our actions and decisions. Assist residents to become more sustainable through advice and policies.			
Progress:			

Action(s)	Monitoring	Outcomes	Resources
S.01 Hold sustainability awareness campaigns and training annually to inform council staff of the issues.			
S.02 Engage with residents to seek their views on what they would like to see for EFDC, e.g. electric vehicle charge points, more cycle lanes, sustainable food information, etc.	Example: Survey of residents		
S.03 Inform and educate general public about what the council is doing to increase our sustainability.	Examples: Website news; press releases.		
S.04 Inform and educate general public about what they can do to increase their energy efficiency and how to fund this. Newsletters, roadshows, events, etc.			
S.05 Utilizing our procurement strategy (which includes sustainability) to integrate sustainability and environmental criteria during procurement where possible.			
S.06 Using the LEP, ensure low carbon growth of area businesses is central. To include encouraging businesses who are sustainable and use renewables, etc.			

- S.07 Work with the Local Food plan to ensure the area's food supply is sustainable, including what the council purchases.
- S.08 Work with local tourist boards to ensure that the attractions, and travel to them, is sustainable.
- S.09 Promote the area's biodiversity and work with Countrycare to increase access to the natural environment, where possible.
- S.10 Remind residents of the opportunities available for utilising the natural space in EFDC.

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## **Epping Forest District Council**

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### **Report to Cabinet**

**Report reference: C-022-2016/17**

**Date of meeting: 1 September 2016**

**Portfolio: Leader**

**Subject: Corporate Plan Key Action Plan 2017/18**

**Responsible Officer: Barbara Copson (01992 564042)**

**Democratic Services: Gary Woodhall (01992 564470)**

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

- (1) That the Corporate Plan Key Action Plan for 2017/18 be recommended to the Council for approval; and**
- (2) That the Leader of Council, in consultation with the Chief Executive, be authorised to agree any further changes to the Action Plan following its approval by the Council.**

#### **Executive Summary:**

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

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

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

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

The annual adoption of an action plan in a timely way supports the delivery of the Council's Key Objectives and informs the budget setting process.

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

The Council could decide not to adopt an annual action plan, although this might mean that the potential to make progress was not identified and taken forward, and that opportunities for improvement were lost.

#### **Report:**

1. The Corporate Plan 2015-2020 is the Council's highest level strategic document setting 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

prioritize 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 adoption in March 2015 of the Corporate Plan, Aims and Key Objectives for the five years until 2019/2020 brought with it a new approach to the delivery of the Key Objectives. Formerly the Key Objectives had a 12 month lifespan and were agreed annually alongside the budget setting process in February. The move to a five year lifespan for these objectives and an annual action plan to deliver them was not only more appropriate for the Council's highest level strategic objectives, but enabled a longer view of the Council's priorities and earlier planning of activities to deliver them. The development of annual action plans was therefore brought forward in the fiscal year to better inform the budget setting process and to allow for earlier member involvement.

3. The Key Action Plans are populated with actions or deliverables designed to secure progress against each of the Key Objectives during that year. 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. The Key Action Plans inform the development of detailed annual directorate business plans and other service plans setting out service provision and informing the prioritization of resources.

4. 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 grasp opportunities to secure further progress or improvement. Consequently, it has been proposed that the Leader of Council, in consultation with the Chief Executive, be authorised to agree any further changes to the Action plan, following its agreement by the Council.

5. A draft Key Action Plan for 2017/18 has been developed, populated with actions or deliverables which build on work identified in the 2016/17 action plan, to take forward the Key Objectives during their third year. The draft action plan received input from Cabinet Members at the Joint Management Board / Cabinet Members meeting on 21 July 2016 and scrutiny at the Overview and Scrutiny Committee on 19 July 2016, and comments and suggestions made have been incorporated. The Action Plan is attached at Appendix 1.

6. The Equality Act 2010 requires that the public sector equality duty is actively applied in decision making. This means that the equality information provided to accompany this report must be actively considered by individual Cabinet members in the course of their consideration and decision making relating to this report. The equality information is provided in the Due Regard Record at the end of this report. This is essential reading for all members of Cabinet involved in the consideration of this report.

7. The Cabinet is requested to consider the proposed Corporate Plan Key Action Plan for 2017/18 and to recommend its adoption to the Council. Progress against Key Action Plans is published on the Council's website.

#### **Resource Implications:**

Resource requirements for actions to achieve Key Action Plan 2017/18 actions will have been identified by the responsible service director and reflected in the budget for the year.

#### **Legal and Governance Implications:**

None for this report. Relevant implications arising from actions to achieve specific key objectives will have been identified by the responsible service director.

#### **Safer, Cleaner, Greener Implications:**

None for this report. Relevant implications arising from actions to achieve specific key

objectives will have been identified by the responsible service director.

**Consultation Undertaken:**

The Corporate Plan Key Action Plan 2017/18 is a strategic planning document for the Council and which is directed internally. It is not considered that consultation with customers or external organisations is required. The actions set out in this action plan have been submitted by each responsible service director. The Key Action Plan 2017/18 was considered by Joint Management Board / Cabinet members (21 July 2016), and Overview and Scrutiny Committee (19 July 2016).

**Background Papers:**

- The Corporate Plan 2015-2020 sets out the Corporate Aims and Key Objectives 2015-2020
- Corporate Plan Key Action Plan 2016/17
- Corporate Plan Key Action Plan 2015/16

**Risk Management:**

None for this report. Relevant issues arising from actions to achieve specific key objectives for 2017/18 will be identified by the responsible service director.

# Due Regard Record

**SUBJECT:** Corporate Plan Key Action Plan 2017/18

**REPORT TO:** Cabinet (1 September 2016)

Date/Officer	Summary of equality analysis
<p>3 August 2016</p> <p>B Copson</p>	<p>The Council is subject to legislation which requires the Council to secure continuous improvement in the way in which its functions and services are exercised, and to pay due regard to the public sector equality duty.</p> <p>An overriding aim of the key objectives is to improve outcomes and circumstances for all sections of the community. Many actions throughout this Plan relate to using our resources in efficient and cost effective ways and maximising the use of facilities, to ensure we are able to continue to fund statutory and discretionary services which benefit everyone in our community. In addition:</p> <ul style="list-style-type: none"> <li>• Local employment opportunities and economic development will benefit local people and promote equality of opportunity to access work particularly for those unable to travel further afield</li> <li>• increased funding and shared delivery of museum services will allow for increased cultural opportunities for residents and visitors to the district benefitting those unable to travel further afield</li> <li>• the development of leisure facilities will provide more opportunities for local people to take part in a range of leisure activities within the district and closer to home</li> <li>• the rationalisation of reception points at the Civic Offices will provide more coherent and accessible reception services for all customers,</li> <li>• the greater use of technology to provide services more flexibly, for example, self-service facilities to enable customers to receive their bills electronically, will provide choice and easier access to services.</li> </ul> <p>In addition specific actions benefit specific groups of people:</p> <ul style="list-style-type: none"> <li>• the delivery of affordable rented homes benefit a number of groups of people – including families, the elderly and vulnerable</li> <li>• nursery workers who are often migrant workers will benefit from the work to ensure their accommodation is fit for purpose</li> <li>• young people can struggle to access work experience and therefore will benefit from the apprenticeship scheme</li> <li>• actions arising from our study into the effects of an ageing population will help to ensure the needs of the districts older people are understood and provided for, and</li> <li>• modernising our sheltered housing will better meet the needs of our elderly residents.</li> </ul> <p>Detailed equality impacts are identified by Directors in the course of the development and delivery of the individual projects or identified areas of work set out in this action plan.</p>



**Corporate Plan: 2015-2020  
KEY ACTION PLAN 2017-2018**

**Appendix 1**

Action	Lead Directorate	Responsibility for Achievement	Target Date	Committee review	
<p>Aim (i) To ensure that the Council has appropriate resources, on an ongoing basis, to fund its statutory duties and appropriate discretionary services whilst continuing to keep Council Tax low</p>					
<p>Key Objective (a) To ensure that the Council's Medium Term Financial Strategy (MTFS) plans to meet the Council's financial and service requirements for any forward five year period, whilst minimising any reliance on Government funding</p>					
1	Implement the Council's future options review for the HRA Financial Plan, in light of Government requirements to reduce Council house rents by 1% p/a for 4 years and to sell "higher value" empty Council properties	Communities	Director of Communities	Mar 2018	Com SC
2	Implement the sale of "higher value" empty Council properties, to pay the Government's annual levy and meet the requirements of the Housing and Planning Act 2016	Communities	Assistant Director (Private Housing and Communities Support)	May 2017	Com SC
3	Deliver savings and generate income identified for 2017/18 in the business cases approved by the Cabinet	Management Board	Chief Executive	Mar 2018	Res SC
4	Prepare to deliver financial savings and income generation for 2018/19 within the Medium-Term Financial Strategy	Management Board	Chief Executive	Mar 2018	Res SC
5	Develop additional business cases, including the use of the 'Invest to Save' Fund, to address the need for net savings and income generation in subsequent years	Management Board	Chief Executive	Sep 2017	Res SC

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	Action	Lead Directorate	Responsibility for Achievement	Target Date	Committee review
<p>Key Objective (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:</p> <ul style="list-style-type: none"> <li>■ The Epping Forest Shopping Park, Loughton</li> <li>■ St John's Redevelopment Scheme, Epping</li> <li>■ Council Housebuilding Programme</li> <li>■ North Weald Airfield</li> </ul>					
1	Provide 23 new affordable rented homes in Waltham Abbey through Phase 1 of the Council Housebuilding Programme	Communities	Assistant Director (Housing Property & Development)	May 2017	Com SC
2	Provide 51 new affordable rented homes at Burton Road, Loughton through Phase 2 of the Council Housebuilding Programme	Communities	Assistant Director (Housing Property & Development)	Dec 2017	Com SC
3	Provide 34 new affordable homes in North Weald, Ongar, Epping and Coopersale through Phase 3 of the Council Housebuilding Programme	Communities	Assistant Director (Housing Property & Development)	Mar 2018	Com SC
4	Review the Council's Housing Strategy to assess the impact of recent changes to legislation	Communities	Director of Communities	May 2017	Com SC
5	Subject to the review of the Housing Strategy, initiate provision of new affordable homes in Loughton through Phase 4 of the Council Housebuilding Programme	Communities	Assistant Director (Housing Property & Development)	May 2017	Com SC

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	Action	Lead Directorate	Responsibility for Achievement	Target Date	Committee review
6	Subject to the outcome of the Accommodation Review, construct a new Housing Repairs and Maintenance Hub at Blenheim Way, North Weald, and relocate the Housing Repairs Service from the Epping Depot, together with the Housing Assets Team from the Civic Offices, Epping, to the new Hub	Communities	Assistant Director (Housing Property & Development)	Mar 2018	Com SC
7	Sell the Council-owned nursery site at Pyrles Lane, Loughton, to deliver a capital receipt	Neighbourhoods	Director of Neighbourhoods	Jun 2017	Nei SC
8	Subject to the agreement of Cabinet, enter into a Development Agreement with the purchaser of the nursery site at Pyrles Lane, Loughton, for the Council to purchase the affordable rented homes provided on the site, as part of the Council's Housebuilding Programme	Communities	Director of Communities	Jun 2017	Com SC
9	Purchase 8 affordable rented properties from the private developer of the development at Barnfield, Roydon, as part of the Council's Housebuilding Programme	Communities	Assistant Director (Housing Property & Development)	Mar 2018	Com SC
10	Deliver an approach to North Weald Airfield with an agreed operating partner, to maximise the use of the facilities	Neighbourhoods	Assistant Director Neighbourhoods	Mar 2018	Nei SC
11	Open the Epping Forest Shopping Park, to deliver local jobs and economic development	Neighbourhoods	Director of Neighbourhoods	Aug 2017	Nei SC

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	Action	Lead Directorate	Responsibility for Achievement	Target Date	Committee review
12	Consider planning application from developer for St. John's Road site, to deliver local jobs and economic development'	Neighbourhoods	Director of Neighbourhoods	Mar 2018	Nei SC
13	Produce a plan to implement agreed recommendations from the Service Accommodation Review, to optimise the use of the Council headquarters	Transformation Programme Board	Director of Resources	Mar 2018	Res SC
Key Objective (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					
1	Enter into a further long-term shared service agreement to manage Lowewood Museum on behalf of Broxbourne Borough Council, to generate income	Communities	Assistant Director (Community Services and Safety)	Jun 2017	Com SC
2	Subject to the successful receipt of Resilience Funding from Arts Council England, evaluate the potential for shared delivery opportunities with Chelmsford Borough Council for museum and cultural services	Communities	Assistant Director (Community Services and Safety)	Mar 2018	Com SC
3	Evaluate the potential to expand the provision of legal services provided to other authorities, to generate income	Governance	Assistant Director (Legal Services)	Dec 2017	Gov SC

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Action		Lead Directorate	Responsibility for Achievement	Target Date	Committee review
4	Complete a new off-street parking contract to manage the Council's car parks with an alternative provider to increase efficiency and reduce costs	Neighbourhoods	Director of Neighbourhoods	Apr 2017	Nei SC
5	Provide payroll service jointly with Braintree and Colchester Councils and sign up at least one more partner authority or one other authority to buy in our service, to deliver savings	Resources	Assistant Director (Human Resources)	Mar 2018	Res SC
6	Implement the recommendations of the Reprographics Service Review, to make savings and improvements to print services	Resources	Assistant Director (Human Resources)	Mar 2018	Res SC
7	Develop an approach to shared service review, to establish opportunities for sharing services with other public sector partners	Transformation Programme Board	Head of Transformation	Mar 2018	O&S
<b>Aim (ii) To ensure that the Council has a sound and approved Local Plan and commences its subsequent delivery</b>					
<b>Key Objective (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</b>					
1	Facilitate and ensure that accommodation provided to nursery workers is fit for purpose, through implementation of the Nursery Workers Accommodation Action Plan"	Communities	Assistant Director (Private Housing & Communities Support)	Mar 2018	Com SC

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	Action	Lead Directorate	Responsibility for Achievement	Target Date	Committee review
2	Complete the formal consultation on the draft Local Plan as part of the pre-submission documentation	Neighbourhoods	Director of Neighbourhoods	Mar 2018	Nei SC
3	Update the Council's Housing Strategy, following production of the Draft Local Plan (Preferred Options Approach)	Communities	Director of Communities	Jun 2017	Com SC
Key Objective (b) To increase opportunities for sustainable economic development within the District, in order to increase local employment opportunities for residents					
1	Advance the production of the pre-submission Local Plan, which includes allocated sites and policies for employment land	Neighbourhoods	Director of Neighbourhoods	Mar 2018	Nei SC
2	Provide sustainable employment opportunities for the district's young people through development of the Council's apprenticeship scheme	Resources	Assistant Director (Human Resources)	Mar 2018	Res SC
Key Objective (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					
1	Subject to the receipt of funding from Arts Council England, establish a Museum Development Trust to increase income for museum services	Communities	Assistant Director (Community Services and Safety)	Mar 2018	Com SC

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Action		Lead Directorate	Responsibility for Achievement	Target Date	Committee review
2	Appoint a leisure management partner to manage the Council's leisure facilities	Neighbourhoods	Director of Neighbourhoods	Apr 2017	Nei SC
3	Develop a new leisure centre in Waltham Abbey, to deliver savings and improved facilities	Neighbourhoods	Director of Neighbourhoods	Apr 2017	Nei SC
<p><b>Aim (iii) To ensure that the Council adopts a modern approach to the delivery of its services and that they are efficient, effective and fit for purpose</b></p>					
<p><b>Key Objective (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</b></p>					
1	Deliver the Council's Transformation Programme, achieving key benefits for our customers	Transformation Programme Board	Chief Executive	Mar 2017	O&S
2	Produce a plan to implement the Workforce Development Strategy, to establish a new common operating model	Resources	Assistant Director (Human Resources)	Mar 2018	Res SC
3	Advance proposals to amalgamate the contact centre and reception points to improve reception services for customers	Office of the Chief Executive	Head of Customer Service	Mar 2018	Cabinet

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	Action	Lead Directorate	Responsibility for Achievement	Target Date	Committee review
4	Deliver customer self-service account facilities for residents and businesses so they can receive their bills electronically	Resources	Assistant Director (Revenues)	Sep 2017	Res SC
Key Objective (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					
1	Implement the Government's "Pay to Stay" regime for Council house tenants, following the receipt of Government Regulations	Communities	Assistant Director (Private Housing & Communities Support)	May 2017	Com SC
2	Trial flexible working for Building Control and Development Control officers through the use of new technologies	Governance	Assistant Director (Development Management)	Mar 2018	Gov SC
3	Implement the ICT Strategy to support the Transformation Programme, including mobile and flexible working	Resources	Assistant Director (ICT & Facilities Management)	Mar 2018	Res SC
4	Implement use of mobile phone text messages to remind customers when their payment is due	Resources	Assistant Director (Revenues)	Sep 2017	Res SC



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	Action	Lead Directorate	Responsibility for Achievement	Target Date	Committee review
5	Produce a plan to improve the management of information, to protect public data and comply with legislation	Governance	Director of Governance	Mar 2018	Gov SC
Key Objective (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					
1	Implement the Action Plan for the future delivery of services to older people, following the Ageing Population Needs Assessment	Communities	Assistant Director (Community Services and Safety)	Mar 2018	Com SC
2	[Additional key actions to be inserted following approval of the Ageing Population Action Plan by Cabinet]	[ TBA ]	[ TBA ]	[ TBA ]	
3	Review the approach to the delivery of housing support for residents at the Council's sheltered housing schemes	Communities	Assistant Director (Housing Operations)	May 2017	Com SC
4	Review, modernise and rationalise our sheltered housing to better meet the needs of residents	Communities	Director of Communities	May 2017	Com SC

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