



CABINET
Thursday, 7th September, 2017

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

Council Chamber, Civic Offices, High Street, Epping
on Thursday, 7th September, 2017
at 7.00 pm .

Glen Chipp
Chief Executive

Democratic Services
Officer

Gary Woodhall
(Governance Directorate)
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Members:

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

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 11 July 2017 (previously circulated).

[Click here for the Cabinet minutes from 11 July 2017](#)

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 AND REQUESTS TO ADDRESS THE CABINET

(Director of Governance) To receive any questions submitted by members of the public and any requests to address the Cabinet.

(a) 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.

(b) Requests to Address the Cabinet

Any member of the public or a representative of another organisation may address the Cabinet on any agenda item (except those dealt with in private session as exempt or confidential business) due to be considered at the meeting, in accordance with the provisions contained within Article 7 of the Constitution (The Executive, paragraphs 27 & 28 refers).

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 & ECONOMIC DEVELOPMENT CABINET COMMITTEE - 6 JULY 2017 (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 6 July 2017, and any recommendations therein.

9. FINANCE & PERFORMANCE MANAGEMENT CABINET COMMITTEE - 20 JULY 2017 (Pages 13 - 18)

(Finance Portfolio Holder) To consider the attached minutes from the meeting of the Finance & Performance Management Cabinet Committee, held on 20 July 2017, and any recommendations therein.

10. NATIONAL POLICE AIR SERVICE - POTENTIAL RELOCATION TO NORTH WEALD AIRFIELD (Pages 19 - 70)

(Asset Management & Economic Development Portfolio Holder) To consider the attached report (C-011-2017/18).

11. TRANSFORMATION PROGRAMME MONITORING REPORT - JUNE & JULY 2017 & THE PEOPLE STRATEGY (Pages 71 - 134)

(Leader of Council) To consider the attached report (C-012-2017/18).

12. STAFFING STRUCTURAL ADJUSTMENTS WITHIN DEVELOPMENT MANAGEMENT (Pages 135 - 146)

(Planning & Governance Portfolio Holder) To consider the attached report (C-013-2017/18).

13. RELOCATION OF HOUSING REPAIRS AND HOUSING ASSETS TO OAKWOOD HILL DEPOT (Pages 147 - 168)

(Housing Portfolio Holder) To consider the attached report (C-015-2017/18).

14. LEGAL SERVICES - STAFFING RESOURCES (Pages 169 - 180)

(Technology & Support Services Portfolio Holder) To consider the attached report (C-014-2017/18).

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):

Agenda Item No	Subject	Exempt Information Paragraph Number
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, 6 July 2017

Place: Council Chamber, Civic Offices, High Street, Epping **Time:** 7.00 - 8.00 pm

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

Other Councillors: Councillors A Lion

Apologies:

Officers Present: D Macnab (Deputy Chief Executive and Director of Neighbourhoods), J Houston (Local Strategic Partnership Manager), J Leither (Democratic Services Officer), M Warr (Economic Development Officer), C Pasterfield (Consultant) and T Carne (Public Relations and Marketing Officer)

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 there were no substitute members.

3. DECLARATIONS OF INTEREST

Pursuant to the Council's Code of Member Conduct, Councillor G Mohindra declared an interest in agenda item 6, Economic Development – Progress Report by virtue of his role as Chairman of the Smart Essex Board at Essex County Council. The Councillor had determined that his interest was non-pecuniary and would remain in the meeting for the consideration of the item.

4. MINUTES

Resolved:

That the minutes of the meeting held on 13 April 2017 be taken as read and signed by the Chairman as a correct record.

5. ECONOMIC DEVELOPMENT - 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.

Town Centres

Town & Village Centres / District Opportunities Fund

The EDO reported that it had been very rewarding to see a number of projects coming forward for funding and also for projects coming to fruition:

- The first stage of the Ongar in Bloom project has seen colourful planters installed in the town centre to raise the appeal of Ongar Town Centre to visitors;
- The Buckhurst Hill Residents Society has delivered its project to increase people's awareness of the business offer in Queens Road through engagement between school children and these businesses. A first tranche of children had visited Queens Road on several occasions, interviewed businesses, produced promotional material for them and held a market outside these businesses. The Residents Society has worked hard to involve a wide range of traders, including some which have not historically been engaged with the town centre and community activities. The children also seem to have found the project both exciting and rewarding; and
- The Epping Town Partnership are hosting a Youth Festival & Youth Traders Market on Saturday 8 July 2017 from 10am to 4pm. There will be a number of young people trading on Epping High Street and some entertainment provided by local schools and it was hoped that this would be a successful event.

Business Support

Business Confidence Survey

At a previous meeting of the Asset Management and Economic Development Cabinet Committee, Members were in agreement to the idea of conducting a local survey of business confidence. Members requested that a draft of the survey be brought to a future meeting so they could review the content. On page 17 of the Agenda was the first draft of the proposed survey and Members were asked for any comments they may have.

Digital Enterprise Programme

On 15 June 2017, the Cabinet considered a report to bring forward proposals to develop a Digital Enterprise Programme that would build on the successful infrastructure network improvements that the District has seen over the last two years and start to further develop the District's potential as a Digital Innovation Zone.

In addition to the Council, six funding partners have signed up to a co-funded and co-commissioned digital strategy for the wider Digital Innovation Zone.

The Cabinet also agreed as a part of that report to funding from the Town Centre Opportunities Fund, up to a maximum of £45,000, to explore the potential for the delivery of a free public wi-fi scheme in the District's town centres. The Economic Development team have been liaising with Broxbourne Borough Council and Pembrokeshire County Council who have been through this process, to learn from their experiences.

Councillor Breare-Hall asked if Members could receive details of the return on investment from these activities.

The EDO replied that all projects would return an end of project report but most of these projects were long term and therefore he would not be able to report back until they had completed.

The Local Strategic Partnership Manager (LSPM), Mr J Houston advised that there was a need for improvement between showing a direct impact between the statistics that the Economic Development Team (EDT) take and the impact they have on the various projects. There are some general indicators that could be used to assess the performance and the EDT will endeavour to include this information at the next meeting.

Councillor Lion asked the EDO why Coopersale had not yet been provided with Superfast Broadband and when was it likely to be installed.

The EDO stated that the case for Coopersale had been pushed with Superfast Essex and it was hoped that Phase 4 of this project would pick up all the areas that had not been included to date.

Councillor Mohindra commented on The West Essex Alliance and the need to do more in terms of economic development across the neighbouring districts.

The LSPM advised that this was clearly an area that was not as strong as 4/5 years ago but the EDT had been working with Councils in neighbouring boroughs and it had been suggested that the Council's pool their funding and get a better return for the districts' residents.

Councillor Mohindra commented that he thought the visit from Chinese Trade Delegation had been a success and there was the potential for some further opportunities that will need to be explored.

The LSPM advised that the Council had hosted a successful visit in the District from a delegation from a province in China. The Council have since had a request from that Chinese Province to enter into a friendship/trade agreement where the Council can build trade links between that province in China to local businesses in the district and look to build some cultural and educational links. The Tourism Officer was looking into this and a report will be brought back to a future meeting of this Cabinet Committee.

The Chairman asked the EDO about the Superfast Broadband cabinets which were still to be installed in Hastingwood and North Weald and stated that no dates had yet been provided and asked when these will be forthcoming.

The EDO replied that there had been a period of inactivity due to Giga Clear having issues with the contractor which had now been resolved. The EDO stated that he had no confirmed dates but would inform Members as soon as he did.

The Chairman asked Members to comment on the draft Business Survey which was attached to the agenda.

Members expressed concern that not enough information would be gathered through the survey as this was a tick box survey.

The LSPM advised that a tick box survey was quicker to fill in and in the past had proved to have had a better return rate.

Resolved:

That the progress and work programme of the Council's Economic Development Section was noted.

Reasons for Decision:

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

Other Options Considered and Rejected:

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

6. ASSET MANAGEMENT DEVELOPMENT PROJECTS - PROGRESS REPORT

The Director of Neighbourhoods presented a report to the Cabinet Committee and updated Members on further developments to the report since it had been published.

(1) Epping Forest Shopping Park

There was a separate detailed report on the progress of the Epping Forest Shopping Park at Agenda Item 8.

(2) Oakwood Hill Depot

Work had commenced on the feasibility of relocating the Housing Repairs Services to the Depot at Oakwood Hill. This was agreed, in accordance with the Council's accommodation strategy, by the Cabinet on the 9 March 2017. There were cost increases associated with the installation of an alarm system and a final report will be submitted to Cabinet before the end of the year. There were a number of snagging issues to be fully resolved with the building contractor, however progress was being made.

Councillor Breare-Hall asked why there were still issues with snagging as he thought that staff had been in situ for some time now and that these would have been remedied by now. My questions to the Director of Neighbourhoods are:

- (a) When did staff occupy the building; and
- (b) Have Building Control signed off on the depot.

The Director of Neighbourhoods advised that staff moved into the building in September/October 2016 and Building Control had signed off the building apart from one issue which was a means of escape for people with disabilities from the first floor.

The outstanding snagging issues were associated with the configuration of the external landscaping and the offsite monitoring of the alarm system which have contributed to the extra cost involved.

(3) Pyrles Lane Nursery

In March 2016, outline planning permission was granted for the demolition of the District Council's tree/plant propagation nursery in Pyrles Lane, Loughton and the erection of up to 36 dwellings with a mix flats and houses) with associated car parking, landscaping and supporting infrastructure. The Council had commissioned specialist advice on the value and marketing of the site. A report will go to the next Cabinet meeting on the 11 July 2017, with an independent report on the value of the site and some proposals of how the marketing and disposal could be conducted. There were however a number of issues regarding affordable housing on the site and a steer would be sought from Members.

(4) St John's Road Development

Final agreement between the District Council, the Town Council and Frontier Estates had now been reached on the provision of the community elements of the scheme, in particular assurance around the provision of the cinema. This was now in the hands of the respective solicitors to complete the final legal agreement, which should be ready to be entered into by mid-July. Once achieved, further work would commence on a planning application which could be submitted by the end of the year.

(5) North Weald Airfield

After an unsuccessful attempt to galvanise external interest in terms of an operational partner there had been work done through the Local Plan process in terms of employment uses that would be appropriate at the Airfield. The findings were shared by a Member Workshop held on 22 June 2017. More detailed site assessment work will now commence on all the initial sites identified including the Airfield. This will set the planning context in which future commercial aviation related opportunities could be taken forward.

(6) Site of the former Winston Churchill Public House

The scaffolding had now been removed and joint agents have been appointed to let the retail space on the ground floor, for which the Council would retain the income. To date there had been more interested parties than there was space and it was hoped that the retail space would be occupied by September/October 2017.

Councillor Mohindra stated that he thought the ground floor units would be let out and open to the public by September 2017 and not later as Members had just been informed. The Director of Neighbourhoods replied that the target date had always been September 2017. The slight delay was due to the main building being behind schedule and the expressions of interest hadn't come through as quick as we would have expected.

(7) Hillhouse Development

The contract with the Council's new Leisure Management partner Places for People, had been entered into and the management responsibilities were transferred to them on the 1 April 2017. The outline planning permission, on the discharge of all the conditions to include the completion of the Section 106 Agreement, was issued in late March 2017. Places for People were working on the full application for the new Leisure Centre, which would be due for consideration by the District Development Management Committee on 10 July 2017.

Resolved:

That the current progress on the Council's Asset Management and Development projects were noted.

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 for information not action.

7. EPPING FOREST SHOPPING PARK - PROGRESS REPORT

The Council's Asset Management Development Consultant, Mr C Pasterfield presented a report to the Cabinet Committee with regard to the current progress on the development of the Epping Forest Shopping Park. He advised that practical completion of the Shopping Park had been achieved on the 19 June 2017 and control had been handed over to the Council. There were some minor snagging issues and the building contractors were working to remedy these.

The day to day management of the Shopping Park was being handled by Savills which included security and cleaning and they would be reporting to the Council's Estates Management department.

The tenants which had completed and exchanged contracts were Next, TK Maxx, Smyths Toys, Hobbycraft, Pets at Home and Aldi. On the 26 June, three of the tenants had taken occupation of their units and had started their shop fitting works. There were three more lettings in the hands of solicitors and this left one small unit and two larger units to be let. Mr Pasterfield advised that there was a healthy interest in the last three units which the Council were currently considering. He added that it was important to get the right mix of tenants in the Shopping Park.

There was no date for the official opening of the Epping Forest Shopping Park but it was anticipated that it would be on the lead up to the Christmas Shopping period. However some of the units would be open before the official opening and advertising for staff was taking place. Hobbycraft would like to be ready to open for business on the 3 August, Smyths Toys and T K Maxx at the end of August. Pets at Home will take possession of their unit on 17 July and anticipate opening in September and Aldi estimate they would be ready to open at the end of October. Next are doing major alterations to their unit but will be ready to open before the run up to Christmas

Section 278 Road Works

Mr Pasterfield advised that the road works were progressing. The new traffic light system at the junction with Abridge Road was now active and the traffic now seemed to be flowing smoothly through this junction. The roundabout at the Broadway would be completed within two weeks and the traffic lights at Langston Road, Chigwell Road and Oakwood Hill would be completed by the end of August. The resurfacing work had been done at night and this was now complete. The road markings would be completed by the end of the week and the footpath would be finished after the street lights were connected.

Where roads were being planed off such as Langston Road and Chigwell Lane a joint inspection with Essex County Council Highways had taken place to agree any repairs. Structural repairs would be paid for by Essex County Council and they would decide what method they preferred to complete the repairs.

Barrington Green South, by Sainsbury's on the Broadway had not yet been planed off as this was a low level priority in respect of completing the major roadworks.

Councillor Mohindra asked if there was a mechanism in place, for the works the Council were responsible for, would the Council be required to go back and sort it out or would this be handed over to Essex County Council. Mr Pasterfield replied that there would be in place a defects liability period with the contract which would last for 12 months.

Councillor Waller asked when the vehicle electric charging points would go active. Mr Pasterfield advised that they were active now.

At the Chairman's discretion, the meeting then went into private session to discuss individual tenants and their requirements, which were commercially sensitive.

Resolved:

That the progress on the Council's Epping Forest Shopping Park was noted.

Reasons for Decision:

To comply with the Cabinet Committee's previous request to monitor the development of the Shopping Park on a regular basis.

Other Options Considered and Rejected:

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

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>
8a	Epping Forest Shopping Park	3

10. EPPING FOREST SHOPPING PARK - PART II

The Director of Neighbourhoods advised Members that there were three units currently in the hands of solicitors and a further two units still to be decided upon.

Although there was much interest in the units the Council had to make the right decision to the mix of tenant that would fit in with the Shopping Park and the Broadway shops.

CHAIRMAN

EPPING FOREST DISTRICT COUNCIL COMMITTEE MINUTES

Committee: Finance and Performance Management Cabinet Committee **Date:** Thursday, 20 July 2017

Place: Committee Room 1, Civic Offices, High Street, Epping **Time:** 7.00 - 7.45 pm

Members Present: Councillors G Mohindra (Chairman), A Lion, C Whitbread and J Philip

Other Councillors:

Apologies: S Stavrou

Officers Present: R Palmer (Director of Resources), D Bailey (Head of Transformation) and R Perrin (Democratic Services Officer)

8. Substitute Members

The Cabinet Committee noted that there were no substitute members for this meeting.

9. Declarations of Interest

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

10. Minutes

RESOLVED:

That the minutes of the meeting held on 22 June 2017 be taken as read and signed by the Chairman as a correct record.

11. Financial Issues Paper

The Director of Resources advised that the report provided a framework for the Budget 2018/19 and updated Members on a number of financial issues that would affect the Authority in the short to medium term. He advised that following the General Election result on 8 June 2018, the outcome of the Government being weakened greatly limited their legislative ambition and with the Brexit negotiations there had been little point in updating the MTFS for anything other than the 2016/17 outturn. There had also been concerns over the policies that had been previously mentioned by the Government such as devolution, housing, planning and the fair funding review before the General Election but had not featured in the recent Queen's Speech.

The Director of Resources advised that the following issues represented the greatest areas of current financial uncertainty and risk to the Authority;

Central Government Funding – the Settlement Funding Assessment (SFA) would be reduced over the next four years by £2.43m (45%) and exceed the SFA in 2019/20,

creating a negative Revenue Support Grant. The Fair Funding Review, which concerned the funding formulae for devolved administrations, had not been mentioned in the Queen's Speech and the existing approach of an annual reduction being applied to the old formula amounts to achieve the desired overall reduction in funding would be likely to continue.

Business Rates Retention - There had been very little growth anticipated after 2016/17, despite the building of the retail park and other known likely developments within the district. It was the first year which would be billed using the new rating list which would be a particularly challenging year for estimating business rates. There were also still hundreds of appeals outstanding on the old lists and based on previous experience and discussions with the Valuation Office, the total provision against appeals was currently £3.5m. Furthermore the 100% local retention of business rates had been not mentioned in the Queen's Speech and appeared to be on hold and the Council remained in the business rates pool for 2017/18, which would be monitored for future pooling.

Welfare Reform - The Local Council Tax Support (LCTS) scheme overall had been a success with the collection of some Council Tax from most of the people receiving support. There had been no significant changes proposed for 2018/19, to allow sufficient time to understand the consequences of changes with the National Living Wage and tax credits. The introduction of the Benefits Cap limit to the total amount of benefits a household could receive in a year to £26,000 and the further reduction by £6,000 to £20,000 was likely to cause greater changes in people's behavior and working patterns. The lower cap had been phased in across the country during 2016/17 and early indications were that 157 claimants in the district would be affected. Universal Credit (UC) still continued to progress slowly with some post codes in the district being affected from September 2017 and new claims being fully covered by September 2018. The clarity over the time period and process for the migration of existing housing benefit claims to UC and the role local authorities would perform under the new system were still awaited. The grant paid to local authorities to administer housing benefit would also see a further reduction of £42,000, which had been a cut of over 10%.

New Homes Bonus - The reductions in New Homes Bonus (NHB) for 2017/18 had been far greater than had been anticipated with a reduction of £2.5m over the period from 2016/17 to 2020/21. Furthermore, a reduction in the number of year's payable from 6 to 4 was being implemented, reducing to 5 years in 2017/18 followed by the full reduction to 4 years in 2018/19. There was also a proposal to withhold NHB from authorities that had not got a Local Plan in place or to reduce payments where planning approval had been granted on appeal, which had not been introduced for 2017/18 but would be considered again for 2018/19.

Development Opportunities - There had been some slippage in the programme for the retail park relating to the highway works although most of the large units had now been let. Negotiations were also continuing with potential tenants with indications that the projected rent levels should be achieved and the budgeted allowance for tenant incentives would not be exceeded. The MTFs included a prudent view of £2.2m to allow for any shortfall, management costs and interest. Progress had been less encouraging with the mixed use re-development of the St Johns area in Epping because of the length of time it had taken for the land acquisition from ECC and negotiations about the provision for a cinema in the development agreement being protracted. The former Winston Churchill pub site was progressing well and the ground floor retail element income was anticipated to be approximately £350,000 and should commence in 2018/19. The underspend on the capital programme, and the additional revenue contribution from the General Fund, had meant it was possible to

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finance the capital programme in 2016/17 without any additional borrowing. However, this would not be possible for 2017/18 and going forward due to capital no longer be freely available and borrowing costs would need to be included in the project appraisals.

Transformation – Members had made the strategic choice to concentrate services in the new building, so that the Conder Building and rear extension part of the Civic Offices site could be freed up for redevelopment. The second phase of the review was now underway to produce indicative floor plans, a sequential schedule of works and more detailed costings which would allow Cabinet to determine the future configuration of the Civic offices and make appropriate provision in the 2018/19 budget. The Head of Customer Services had now been in post for over 6 months and good progress had been seen on a number of initiatives, including the work on customer contact which was likely to significantly change the structure and working practices of the Council. The Invest to Save budget had £406,000 in the fund at the end of 2016/17, although only £59,000 of this was unallocated.

Waste and Leisure Contracts - The waste service had been procured at a lower cost and the savings had been included in the MTFs. However, issues with recycling and service delivery had meant that CSB growth of nearly £0.5m had been included in the revised estimates for 2016/17, together with £0.2m of DDF expenditure which would not be sustainable in the long term. There were various options being discussed with Biffa at the Waste Management Partnership Board to examine how the overall costs could be reduced in future years. The new leisure contract had started on 1 April 2017 with Places for People for a period of 20 years. Over the lifetime of the contract the average CSB savings would be more than £1m per year and because the payments under the contract varied considerably between years, the CSB savings were phased in over the first four years of the contract. It was noted that given the length and value of the contract it could be necessary to amend some of the assumptions and amounts as time progressed.

Miscellaneous – It was noted that Members should be advised of a potential recession as the economy had continued on a path of very limited growth and was now under pressure from higher inflation. Consequently, Development Control and rent from the commercial estate could suffer with a reduction in income and be magnified, as the proportion of income coming from retained business rates decreased and the pressure on services increased within benefits and homelessness. There was also the Council's single largest cost, which was the annual pay bill of around £22m, which had been capped at 1% for several years. There was talk of changing this, but every 1% pay award exceeding the 1% would add £220,000 to the CSB. The unions had submitted a 5% pay claim and while this was unlikely to be achieved the award for 2018/19, it could exceed 1% altering the MTFs.

The Cabinet Committee noted that there were a lot of unknowns at this point and that come October 2017, they would hopefully have more information on the policies coming forward and effects these would have on local authorities finance.

Recommended:

(1) That the establishment of a new budgetary framework including the setting of budget guidelines for 2018/19 be set including;

- (a) The ceiling for Continuing Services Budget next expenditure be no more than £12,920 million including net growth;

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- (b) The ceiling for District Development Fund expenditure be no more than £929,000;
 - (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 2020/21 be developed accordingly;
3. That communications of the revised Medium Term Financial Strategy to staff, partners and other stakeholders be undertaken; and
4. That the reductions in the parish support grants be implemented in equal stages to achieve complete removal by 2019/20.

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, were necessary in relation to a particular risk. However, any delay would reduce the time available to produce strategies that comply with the guidelines.

12. Any Other Business

Resolved:

That, as agreed by the Chairman of the Cabinet Committee and in accordance with Section 100B(4)(b) of the Local Government Act 1972, the following items of urgent business be considered following the publication of the agenda:

- Corporate Plan 2018-2023.

13. Corporate Plan 2018-2023

The Head of Transformation reported that the Corporate Plan was the Council's highest level strategic document that covered the period 2018-2023. In consultation with Management Board, Leadership Team and Cabinet Members the Plan was being reviewed and updated with consultation being sort from the individual Select Committees, Overview and Scrutiny, Customers, Partners, Businesses and Staff.

The draft Corporate Plan had been produced in a way that could easily be understood by customers with the vision, purpose, corporate aims and objectives grouped under three themes; People, Place and Council. The intention was to base the performance reporting through benefits maps that marked out the flow of work left to right and replace the KPI's, Key Action Plan and Transformation Projects reports. The Head of Transformation advised that a traffic light system would be implemented

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on the benefits maps, which should in turn would help Managers and Members to manage by exception and show how performance related to achievements within the Corporate Plan.

The Cabinet Committee advised that they were happy with the design and layout of the document but the benefits and performance measurements need further work. The weakness in particular with Staff moral really needed to be referred to in the risk register rather than the corporate plan.

Recommended:

(1) That, subject to the amendments above, the Corporate Plan be recommended to Cabinet for approval.

Reasons for Decisions:

To inform the development of the proposed Corporate Plan 2018-2023, specifically the proposed Benefits and Performance Measures for 2018-2023.

Other Options Considered and Rejected:

No other options were available.

CHAIRMAN

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Report to the Cabinet

Report reference: C-011-2017/18
Date of meeting: 7 September 2017



**Epping Forest
District Council**

Portfolio: Asset Management & Economic Development

Subject: National Police Air Service – Potential Relocation to North Weald Airfield.

Responsible Officer: Derek Macnab (01992 564050).

Democratic Services Officer: Gary Woodhall (01992 564470).

Recommendations/Decisions Required:

- (1) That a lease under the proposed general terms outlined in the report, be entered into with the National Police Air Service for an operational base at North Weald Airfield; and
- (2) That, if recommendation (1) above is agreed, the final detailed terms of the lease be delegated to the Asset Management and Economic Development Portfolio in consultation with the Director of Neighbourhoods.

Executive Summary:

The National Police Air Service (NPAS) have approached the District Council to determine whether they could relocate their current operation at Lippitts Hill to North Weald Airfield. This report outlines the Air Service's requirements and considers the potential environmental impact of their operation. In addition, the revenue consequences of the National Police Service becoming a tenant on the Airfield are detailed within the resources section.

Reasons for Proposed Decision:

To formally respond to the request from NPAS to relocate to North Weald Airfield.

Other Options for Action:

As a public sector partner, it would be unreasonable to not consider the NPAS request; however, this is an option available to the Council. Additionally it would be possible to reduce the length of the potential lease, although it should be noted that a considerable amount of capital is to be invested. Similarly to restrict flying times may render the proposal impossible for operational reasons.

Report:

1. The National Police Air Service (NPAS) provide air support to the 43 police forces of England and Wales from a current network at 15 bases. In May of this year, the Council was approached by the Head of Estates and Head of Business Services at NPAS with a view to exploring the feasibility of relocating their current base at Lippitt's Hill (within Epping Forest) to North Weald Airfield.

2. NPAS have been given notice to leave their current location by the expiry of their lease on 31 March 2018. They are looking initially for a temporary site to relocate their operation in the short-term with a view to establishing a permanent base. North Weald as an active operational Airfield, geographically well located to suit their operational requirements, was identified by NPAS as a potential site to re-base. As such, the Council were approached to start to explore the possibility. A site meeting was held at North Weald Airfield to gain a greater mutual understanding of the potential considerations such a move would involve.

3. As a result of the site meeting, it was established that NPAS wish to operate three helicopters and a fixed wing aircraft from North Weald. In order to store, maintain and operate the aircraft, they would require initially at least one acre of land, on which they would construct a hangar of approximately 35 x 35m (1,225 sq.m) with some portable office accommodation for support staff. Subject to planning approval, they would then seek to construct a more permanent facility of similar scale going forward. A suitable location on the Airfield has been identified by the management of the Airfield, which would not adversely affect other users. (Appendix 1).

4. Attached at Appendix 2 is a letter from NPAS Chief Operating Officer, confirming their requirements.

5. The Council has previously agreed to retain flying activities at North Weald. Officers have also been tasked to seek opportunities to intensify aviation, with a view to generating additional revenue to offset the costs of managing and maintaining the Airfield. Currently, the Herts and Essex Air Ambulance Service successfully operate two aircraft from North Weald with very little complaint. The Air Ambulance Service have also recently approached the Council with a view to establishing a more permanent base for the future needs of their service. However, a key consideration for any potential relocation of NPAS to North Weald, is that in comparison to the Air Ambulance Service, the number of movements they have requested will be considerably higher, i.e. 20,000 per annum compared to the Air Ambulance's 1300 per annum and critically they would require 24 hour a day operation, 365 days a year.

6. In order to evaluate the request from the NPAS and cognisant of the history of complaints generated by their current operation at Lippitts Hill, Officers have requested that NPAS undertake a comprehensive Environmental Impact Assessment to include a noise assessment, covering all proposed hours of operation.

7. Having received and reviewed the Environmental Impact Assessment (EIA) and Noise Assessment, the following has been concluded. Although a formal EIA is not likely to be required, West Yorkshire Police wished to progress the application giving due regard to both the local community and the environment. Accordingly a report was commissioned alongside two other specific studies (a noise assessment and an ecological survey) to identify any potential areas of environmental risk, and appropriate mitigation measures, and support their application for the scheme.

8. The screening study has considered the range of issues required by the EIA Directive and EIA Regulations, and a number of recommendations for further action or mitigation have been made in relation to the control of dust and general pollution during construction, archaeology and built heritage, impacts on other commercial users of the site and airfield events, and management of potential flood risk. It is recognised that the main concern relating to the relocation of the base will be the potential for noise impacts on local residents. However, the noise assessment has concluded that significant adverse effects from noise are unlikely to arise from the operation of the helicopter base at North Weald, if the proposed take-off and landing routes identified in the report are adhered to, and some additional noise

management measures are used in the operation of the base.

9. Overall this study has concluded that, if the outlined recommendations are implemented, the proposal can be progressed without significant adverse effects arising on the local community or the environment. In order to help ensure compliance, it is also proposed that a number of noise monitoring stations are installed in sensitive locations around the airfield (similar to the system utilised by Stansted Airport), funded by the NPAS, which would record any noise limit breach and result in a financial penalty to the NPAS.

10. In parallel to the production of the EIA, discussions have been held between the Council's Chief Estates Officer and NPAS Head of Business Services around the terms of any potential tenancy. In summary, NPAS are seeking a ground lease and they would look to meet the capital costs of their hangarage etc. themselves. The Council has been advised that a similar size NPAS facility in Doncaster (excluding the land) cost in the region of £2.88million. Negotiations to this point indicate that it would be possible to generate in the region of £120,000 per annum, comprising ground rent and movement fees (number of movements capped at 20,000). Further details are included in Resource Implications section below.

11. In reaching a decision on the NPAS proposal, Members will need to balance the likely environmental impact against the potential revenue benefits to the Council of the proposal, which is in line with the Council's stated objective of intensifying aviation activity. This also needs to be considered alongside our role as a public body in supporting the Police in ensuring community safety and crime reduction.

Proposed Heads of Terms of Lease:

- Land area of approximately 1 acre with the ability to increase to 1.25 acres, subject to requirements – please see attached plan illustrating preferred NPAS location.
- 25 Year Lease, with 5 year reviews upwards only.
- Total Annual payment of £120,000 split between rent and landing rights.
- No break clause in lease due to level of investment but lease to be developed outside of the 1954 Landlord and Tenant Act, therefore no automatic right of renewal.
- Movements of a maximum of 20,000 a year (10,000 up and 10,000 down), seeking to average less than 30 movements per day.
- Adherence to designated flightpaths designed to minimise potential noise disturbance over populated areas, with flightpaths to be rotated sequentially.
- Noise monitoring station to be funded by NPAS and any recorded breach of noise limits to result in financial penalties.
- Maintenance and ground testing to be allowed only during airfield daytime opening hours.
- No flight training or operational exercising to be allowed in vicinity of airfield.

Resource Implications:

Total annual payment of £120,000, split between rent and landing rights. In addition, National

Non-Domestic Rates will be payable.

Legal and Governance Implications:

If the proposal was to proceed, an appropriate Lease would need to be developed and entered into by both parties.

Safer, Cleaner and Greener Implications:

As referred to in the main report.

The Council is an active partner in the Safer Communities Partnership and has a history of positively supporting local policing. Although the new NPAS base will serve Metropolitan London, it is what they have termed a “borderless” service and will in addition, meet the needs of air policing across a wider region, to include Essex. The base will also play an important role in National Anti-Terrorism Activities.

Consultation Undertaken:

None to date.

Background Papers:

Correspondence from NPAS
Environmental Impact Assessment
Noise Assessment

Risk Management:

NPAS have a strong covenant and should prove to be a reliable tenant. There is a risk that once established the operational requirements of the service increase significantly and environmental impact increases. There may be a reputational risk to the Council if the request was declined, but conversely, there may be concerns from local residents around noise and disturbance. The Council are also engaged in discussions with the Herts & Essex Air Ambulance, who enjoy considerable public support, about their long-term aspirations for North Weald. However, it must be recognised that there will be a cumulative effect of helicopter movements at the Airfield, if NPAS were also to be based there.

Equality Analysis:

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

Equality analysis report

Use this report template to record your equality analysis. This report is a written record that demonstrates that you have shown *due regard* to the need to **eliminate unlawful discrimination, advance equality of opportunity and foster good relations** with respect to the personal characteristics protected by equality law. Due regard must be paid at formative stages of policy or service development, changes, or withdrawal.

To assist you in completing this report, please ensure you read the guidance notes in the Equality Analysis Toolkit and refer to the following Factsheets:

- Factsheet 1: Equality Profile of the Epping Forest District
- Factsheet 2: Sources of information about equality protected characteristics
- Factsheet 3: Glossary of equality related terms
- Factsheet 4: Common misunderstandings about the Equality Duty
- Factsheet 5: Frequently asked questions
- Factsheet 6: Reporting equality analysis to a committee or other decision making body

If you require further help, please contact the Performance Improvement Unit.

Step 1. About the policy, service change or withdrawal

Name of the policy, service or project: <i>be specific</i>	National Police Air Service – potential relocation to North Weald Airfield
Revised / new / withdrawal:	New
Intended aims / outcomes/ changes:	The provision of a base for the National Police Air service
Relationship with other policies / projects:	Increased aviation use of the western side of the airfield.
Name of senior manager for the policy / project:	Jim Nolan
Name of policy / project manager:	Jim Nolan

Step 2. Decide if the policy, service change or withdrawal is equality relevant

Does the policy / project / service process involve, or have consequences for employees or other people? If yes, please state who will be affected. If yes, then the policy / project is equality relevant.	If yes, state which protected groups: No
If no, state your reasons for this decision. Go to step 7. <i>The majority of Council policies and projects are equality relevant because they affect employees or our communities in some way.</i>	If no, state reasons for your decision: The decision to allow the relocation of the NPAS from Lippitts Hill to North Weald will result in a part of the airfield which is not used being put to use. The environmental and noise impacts have been assessed by independent experts and subject to some conditions the conclusion is that there will be no adverse impacts on the surrounding

	<p>neighbours or environment.</p> <p>The only consequences for staff are an increased use of the airfield by NPAS.</p> <p>It could be argued that the NPAS presence will have the effect of increasing security for the airfield and our tenants.</p>
--	---

Step 3. Gather evidence to inform the equality analysis

What evidence have you gathered to help you understand the impact of your policy or service change or withdrawal on people? What does your evidence say about the people with the protected characteristics? If there is no evidence available for any of the characteristics, please explain why this is the case, and your plans to obtain relevant evidence. Please refer to Factsheet 2 ‘Sources of evidence for the protected characteristics’

<i>Characteristic</i>	<i>Evidence (name of research, report, guidance, data source etc)</i>	<i>What does this evidence tell you about people with the protected characteristics?</i>
Age		
Dependents / caring responsibilities		
Disability		
Gender reassignment		
Marriage and civil partnership		
Pregnancy and maternity		
Race / ethnicity		
Religion or belief		
Sex		
Sexual orientation		

Steps 4 & 5 Analyse the activity, policy or change (*The duty to eliminate unlawful discrimination*)

Based on the evidence you have analysed, describe any actual or likely adverse impacts that may arise as a result of the policy decision. Where actual or likely adverse impacts have been identified, you should also state what actions will be taken to mitigate that negative impact, ie what can the Council do to minimise the negative consequences of its decision or action.

<i>Characteristic</i>	<i>Actual or likely adverse impacts identified</i>	<i>Actions that are already or will be taken to reduce the negative effects identified</i>
Age		
Dependents / caring responsibilities		

Disability		
Gender reassignment		
Marriage and civil partnership		
Pregnancy and maternity		
Race / ethnicity		
Religion or belief		
Sex		
Sexual orientation		

Step 6.

The duty to advance equality of opportunity

Can the policy, service or project help to advance equality of opportunity in any way? If yes, provide details. If no, provide reasons. *(Note: not relevant to marriage and civil partnership)*

<i>Characteristic</i>	<i>Ways that this policy, service or project can advance equality of opportunity</i>	<i>Why this policy, service or project cannot help to advance equality of opportunity:</i>
Age		
Dependents / caring responsibilities		
Disability		
Gender reassignment		
Pregnancy and maternity		
Race / ethnicity		
Religion or belief		
Sex		
Sexual orientation		

The duty to foster good relations

Can the policy, service or project help to foster good relations in any way? If yes, provide details. If no, provide reasons. *(Note: not relevant to marriage and civil partnership)*

<i>Characteristic</i>	<i>How this policy, service or project can foster good relations:</i>	<i>Why this policy, service or project cannot help to foster good relations:</i>
Age		
Dependents / caring responsibilities		
Disability		
Gender reassignment		
Pregnancy and		

maternity		
Race / ethnicity		
Religion or belief		
Sex		
Sexual orientation		

Step 7. Documentation and Authorisation

Summary of actions to be taken as a result of this analysis (add additional rows as required):	Name and job title of responsible officer	How and when progress against this action will be reported
1. None required.		
2.		
3.		

Name and job title of officer completing this analysis:	Jim Nolan - AD
Date of completion:	07/08/17
Name & job title of responsible officer: (If you have any doubts about the completeness or sufficiency of this equality analysis, advice and support are available from the Performance Improvement Unit)	Derek Macnab
Date of authorisation:	07/08/17
Date signed copy and electronic copy forwarded to PIU equality@eppingforestdc.gov.uk	07/08/17

Step 8. Report your equality analysis to decision makers:

Your findings from this analysis (and any previous analysis) must be made available to a decision making body when it is considering the relevant service or policy.

Therefore you must:

- reflect the findings from this analysis in a 'Due Regard Record' (template available), and attach it as an appendix to your report. The Record can be updated as your policy or service changes develop, and it exists as a log of evidence of due regard;
- Include this equality information in your verbal report to agenda planning groups or directly to portfolio holders and other decision making groups.

Your summary of equality analysis must include the following information:

- if this policy, service change or withdrawal is relevant to equality, and if not, why not;

- the evidence base (information / data / research / feedback / consultation) you used to help you understand the impact of what you are doing or are proposing to do on people with protected characteristics;
- what the evidence base (information / data / research / feedback / consultation) told you about people with protected characteristics;
- what you found when you used that evidence base to assess the impact on people with the protected characteristics;
- whether or not your policy or service changes could help to advance quality of opportunity for people with any of the protected characteristics;
- whether or not your policy or service changes could help to foster good relations between communities.

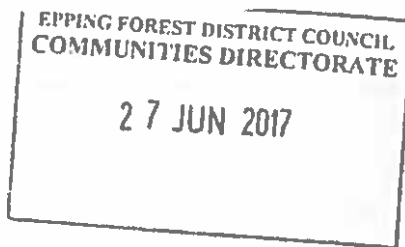
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Figure 1-1 Site Location



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West Yorkshire Police
Headquarters
PO Box 9
Wakefield
WF1 3QP
www.npas.police.uk



APP 2.



**National Police
Air Service**

Epping Forest District Council
Civic Offices, 323 High Street
Epping, Essex
CM16 4BZ

Dear Sir,

I am writing as the Chief Operating Officer for the National Police Air Service (NPAS) to introduce ourselves. We provide air support to the 43 police forces of England and Wales from our network of 15 bases. We are the first and only collaboration of all police forces in England and Wales, regulated by law. We support police forces across England and Wales to keep communities safe through providing a 24/7 borderless service in which the tasks posing the highest risk to communities are prioritised in line with local police and crime plans.

Glenn Shelley, Head of Business Services, and Kristy Kinghorn, Head of Estates and Infrastructure, have met with Officers from Epping Forest District Council to discuss the possibility of the NPAS London base being located at North Weald Airfield. The NPAS London base is the National Counter Terrorism base for Police air support which would require 24/7 operations along with general policing operations.

Following discussions with officers from the Council, we are commissioning an Environmental Impact Assessment which will look at NPAS operating from North Weald and any potential impact that this may have on the surrounding community. Operating from North Weald would allow the aircraft to be operated further away from areas of habitation than at the current site at Lippits Hill and therefore will result in reduced noise impact to the local community.

This will include looking at the flight paths from the airfield into London and the surrounding areas covered by the NPAS London base and a review of the calls for air support across a 24 hour period in order to highlight the possible number of flights during unsociable hours. This will be noise impact biased and the results will be shared with you which may be of use for the aerodrome in the years to come.

I would like to thank you for the opportunity of allowing NPAS to look at locating the NPAS London base at North Weald Airfield and we understand the possible reservations around the 24/7 operations. This will be taken into account within the Environmental Impact Assessment and we would like to present this to officers at the earliest opportunity to allow us to progress to the planning application stage as quickly as possible.

If you have any queries with regards to NPAS or the NPAS London base, please do not hesitate to contact either Glenn Shelley (glenn.shelley@npas.pnn.police.uk 07730284047) or Kristy Kinghorn (Kristy.kinghorn@npas.pnn.police.uk 07753 310277).

Yours Sincerely

Tyson Joyce
Chief Operating Officer
National Police Air Service

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National Police Air Service

North Weald Helicopter Noise Assessment
NPAS

25 July 2017

Notice

This document and its contents have been prepared and are intended solely for NPAS information and use in relation to North Weald Airfield noise assessment.

Atkins Limited assumes no responsibility to any other party in respect of or arising out of or in connection with this document and/or its contents.

Document history

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Revision	Purpose description	Originated	Checked	Reviewed	Authorised	Date
Rev 1.0	Draft for comment	HM	AT	IE	IE	20/07/17
Rev 2.0	Final for issue	HM	AT	IE	IE	25/07/17

Client signoff

Client	NPAS
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Executive summary

Atkins noise and vibration (ANV) was commissioned to undertake a helicopter noise assessment for the proposed relocation of the National Police Air Service (NPAS) operations to the North Weald Airfield.

To assess the proposed NPAS operations at the North Weald Airfield, noise measurements were undertaken with one of the NPAS helicopters at the North Weald Airfield to simulate the proposed NPAS operations.

Both baseline noise monitoring and noise measurements during helicopter operations were undertaken at locations representative of the nearest sensitive receptors to each of the three recommended flight paths to the proposed NPAS hangar location at North Weald Airfield. The helicopters are not bound to the runways and can therefore utilise the recommended flight paths for landings and take-offs directly to the NPAS hangar location.

The noise measurements and assessment shows that there are no predicted noise levels above the Lowest Observed Adverse Effect Level (LOAEL) criterion of 50 dB L_{Aeq} during daytime.

During the night-time (2300 – 0700), there are a few exceedances of the LOAEL criteria (40 dB L_{Aeq} and 60 dB L_{Amax}) due to helicopter movements along the northeast and west flight paths. The south flight path has no exceedances of the LOAEL criteria. There are no predicted exceedances of the Significant Observed Adverse Effect Level (SOAEL) criteria (55 dB L_{Aeq} and 80 dB L_{Amax}) at any receptors due to proposed NPAS operations.

With the appropriate noise management and control measures, as outlined in Section 5, there are no anticipated adverse noise effects from the NPAS operations at the new site.

1. Introduction

Atkins noise and vibration (ANV) has been commissioned to undertake a helicopter noise assessment for the proposed relocation of the National Police Air Service (NPAS) operations to the North Weald Airfield.

This report describes the assessment methodology, the baseline conditions and the potential noise effects of the proposed NPAS helicopter operations at the North Weald Airfield.

A glossary of acoustic terminology is provided in Appendix A.

1.1. Current Site

NPAS is currently located at Lippitts Hill. The current base at Lippitts Hill sits on top of a 300 ft hill and has houses immediately adjacent to the boundary, North, East and South East. The site incorporates a helipad and a landing strip that conforms to the minimum length required for Commercial Air Transport Operations. The helipad is within 100m of the boundary and the landing strip is immediately adjacent to the southern boundary. These geographic limitations mean that all operations are conducted within 300m of housing and aircraft cross the boundary at approximately 100 ft during arrivals and less than 100 ft during departures from the landing strip. All departures and arrivals take place in an arc from 150 degrees to 260 degrees to avoid directly overflying properties, however lateral separation is minimal due to the proximity of some properties. Helicopters cannot take-off or land with a wind from the rear which means that under certain conditions it is not possible to use the runway for take-off and landing, using the “clear area” profile. The “clear area” profile is the preferred take-off and landing profile similar to an airplane i.e. about 300m close to ground before gradually climbing and gradually descending when landing. In these conditions take-off and landing must be from the helipad using the Vertical Take-off and Landing (VTOL) profile which takes longer, giving a greater noise exposure.

1.2. Proposed Site

North Weald is an established airfield bordered by the M11 motorway on the West side, see Figure 1-1. The proposed base location would allow flights to depart and approach to the centre of the airfield. The runway greatly exceeds the minimum required and would allow all take-offs and landings to be conducted using a “clear area” profile, this profile is the fastest way to approach and depart, compared to the VTOL profile required when taking off or landing from a helipad (as sometimes required when operating from the Lippitts Hill helipad).

The proposed NPAS hangar location at the North Weald Airfield is shown in Figure 1-1. The nearest sensitive receptors to the departure/arrival point at the proposed NPAS hangar location are approximately:

- N – 430m
- SE – 700m
- NW – 700m
- SW – 900m
- E – 1200m

Utilising a “clear area” profile would allow helicopters to cross the airfield boundary at a minimum of 200ft during departure and 500ft on arrival. Utilising the preferred flight paths as shown in Figure 1-2 would also give substantial lateral separation to the nearest sensitive receptors. The helicopters are not restricted to a straight approach path and can vary approach and departure routes to avoid habitation and ensure that they do not constantly fly over the same area. They also have the ability to vary their angle of approach which enables them to keep above 500ft until inside the airfield boundary, this is not possible at Lippitts Hill due to the small size of the site.

The Epping Forest District Local Plan 2011-2033 is included in Appendix B, this shows the future planned land use for areas surrounding the airfield.

Figure 1-1 Site Location



1.3. Proposed NPAS Operations

NPAS London has currently a fleet of three helicopters, one is always in maintenance with the other two operating. The current helicopters are EC145 rotary craft.

NPAS estimate that the future demand would be up to 7,000 movements per year. North Weald Airfield has current operations of approximately 36,500 movements per year (50-100 movements per weekday and about 150 movements on weekend days). This is an increase of the current operations up to 19%.

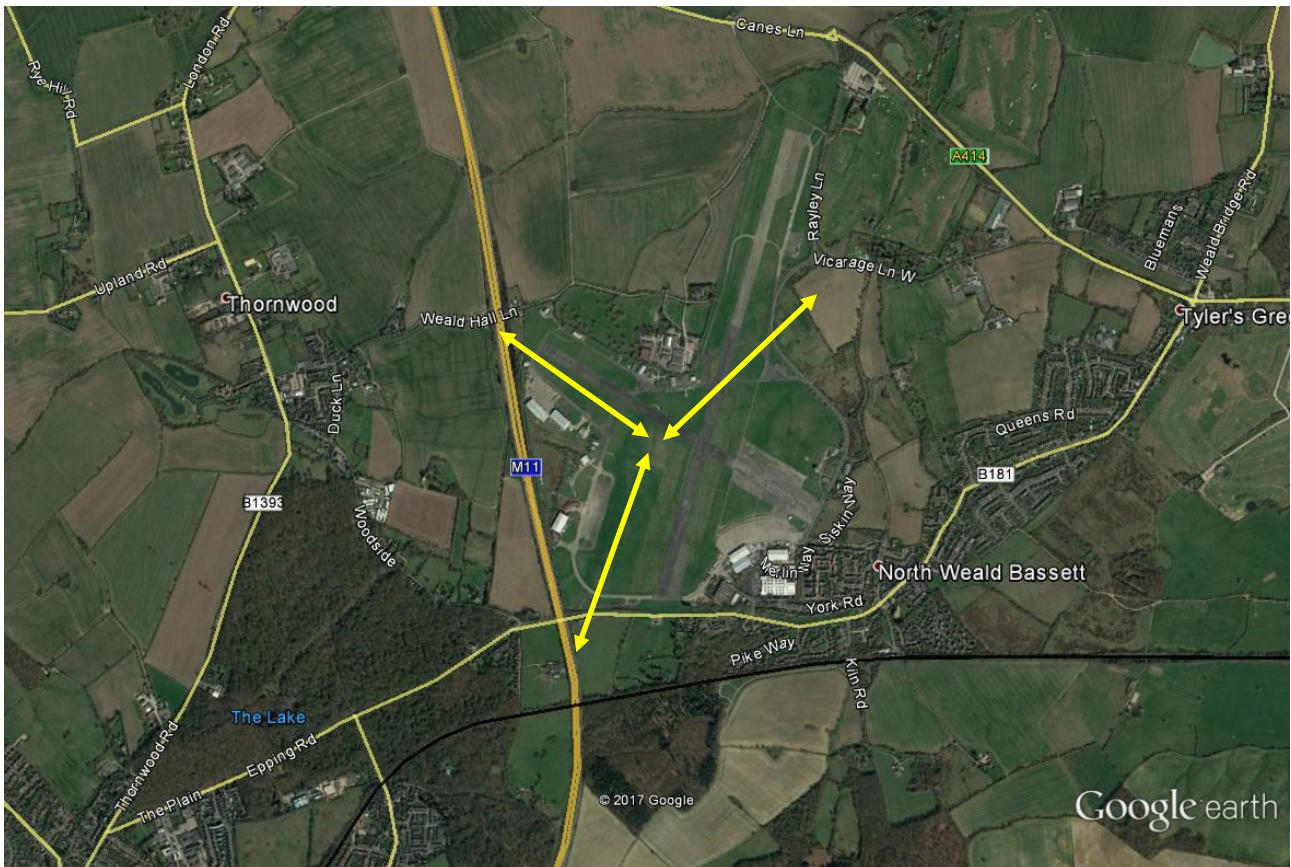
North Weald Airfield has currently no night-time operations. It is understood that the air ambulance services currently operate until 10pm. NPAS will require some night-time movements, estimated to be an average 4 flights per night.

Each aircraft is ground run daily for approximately 8 minutes to carry out a compressor wash, there will be other occasional ground runs for maintenance purposes. All ground runs are conducted during daytime 7 days a week.

A new hangar, design as shown in Appendix C, would be constructed for NPAS. North Weald Airfield managers have indicated that the preferred location of this hangar is as shown in Figure 1-1.

In discussions with NPAS pilots, the NPAS Base Manager at Lippitts Hill (David Howell) and the North Weald Airfield managers, it was established that the most likely flight paths for NPAS helicopter operations will be as shown in Figure 1-2. These flight paths are chosen to, as far as reasonably practicable, avoid the nearest sensitive receptors. All take-off and landings would be undertaken utilising the “clear area” profile, the VTOL profile would only be undertaken on a few occasions per year during daytime for training purposes.

Figure 1-2 Recommended Flight Paths



2. Legislation, Policy and Guidance

2.1. Noise Policy Statement for England

The Noise Policy Statement for England (NPSE) sets out the long-term vision of Government noise policy: to promote good health and a good quality of life through the effective management of noise within the context of Government policy on sustainable development.

The NPSE outlines three aims for the effective management and control of environmental, neighbour and neighbourhood noise:

- Avoid significant adverse impacts on health and quality of life;
- Mitigate and minimise adverse impacts on health and quality of life; and
- Where possible, contribute to the improvement of health and quality of life.

In its aims, the NPSE uses the key phrases “significant adverse” and “adverse”. The NPSE states in its explanatory note that there are two established concepts that are currently being applied to noise impacts, which are:

NOEL – No Observed Effect Level. This is the level below which no effect can be detected.

LOAEL – Lowest Observed Adverse Effect Level. This is the level above which adverse effects on health and quality of life can be detected.

The NPSE then extends this concept to include:

SOAEL – Significant Observed Adverse Effect Level. This is the level above which significant adverse effects on health and quality of life occur.

The NPSE notes that it is not possible to have a single objective noise-based measure that defines SOAEL that is applicable to all sources of noise in all situations. Consequently, the SOAEL is likely to vary for different noise sources, receptors and times. It is for the project to identify relevant SOAELs taking account of the sources of exposure and receptors.

2.2. The National Planning Policy Framework

The National Planning Policy Framework (NPPF), which reflects the NPSE, was introduced by the Department of Communities and Local Government (DCLG) in March 2012. The document sets out the Government’s planning policies for England and how these are expected to be applied.

The NPPF includes statements relating to noise and the requirement to take it into account in the planning process. Section 109 indicates that the planning system should contribute to and enhance the natural and local environment by:

‘preventing both new and existing development from contributing to or being put at unacceptable risk from, or being adversely affected by unacceptable levels of soil, air, water or noise pollution or land instability.’

Section 123 is specifically related to noise, requiring planning policy decisions to:

- Avoid noise from giving rise to significant adverse impacts on health and quality of life as a result of new development;
- Mitigate and reduce to a minimum other adverse impacts on health and quality of life arising from noise from new development, including the use of conditions;

- Recognise that development will often create some noise and existing businesses wanting to develop in continuance of their business should not have unreasonable restrictions put on them because of changes in nearby land uses since they were established; and
- Identify and protect areas of tranquillity which have remained relatively undisturbed by noise and are prized for their recreational and amenity value for this reason.

The NPPF does not, therefore, provide absolute limits on noise that are acceptable or unacceptable in a given situation. It does however, set out the need to use planning decisions, including through the use of conditions, to avoid or mitigate adverse impacts on health and quality of life resulting from noise. The Planning Practice Guidance issued by the DCLG advises on how planning can manage potential noise impacts. In this guidance it advises that local planning authorities' plan making and decision taking should take account of the acoustic environment and in doing so consider:

- Whether or not a significant adverse effect is occurring or likely to occur;
- Whether or not an adverse effect is occurring or likely to occur; and
- Whether or not a good standard of amenity can be achieved.

In line with the explanatory note of the NPSE, this would include identifying whether the overall effect of the noise exposure is, or would be, above or below the SOAEL and the LOAEL for the given situation.

2.3. World Health Organisation Guidelines

The World Health Organisation (WHO) Guidelines for Community Noise was published in 2000 as a response to a need for action together with a generic need for improvements in legislation at a national level. Although not legislation, this document provides general guidance and guidelines which have been set for different health effects, using the lowest noise level that produces an adverse health effect in specific human environments. The guideline levels which are relevant to this assessment are set out in Table 2-1.

Table 2-1: WHO Guidelines for Community Noise Levels

Specific Environment	Critical health effect(s)	L _{Aeq,T} (dB)	Time base, T (hours)	L _{AF,max} (dB)
Outdoor Living Area	Serious annoyance, daytime and evening	55	16	-
	Moderate annoyance, daytime and evening	50		
Dwelling, indoors	Speech intelligibility and moderate annoyance, daytime and evening	35	16	-
Inside bedrooms	Sleep disturbance, night-time	30	8	45 ¹
Outside bedrooms	Sleep disturbance, window open (outdoor values)	45	8	60

¹ Should not exceed 45 dB L_{AF,max} more than 10-15 times a night

The WHO Night Noise Guidelines (NNGL) was published in 2009 and may be considered as an extension to, as well as an update of the WHO Guidelines for Community Noise. The document presents the conclusions of the WHO working group responsible for preparing guidelines for exposure to noise during sleep to protect the public from adverse health effects. The NNGL presents proposed guidelines and interim targets which are reproduced in Table 2-2.

Table 2-2: Night Noise Guidelines and Interim Targets

WHO NNGL Target	L _{night,outside} (dB) ¹
Interim target	55
LOAEL	40
NOEL	30

¹ The A-weighted average sound level over the 8 hour night period of 23:00 – 07:00 hours

The night noise guideline NOEL and LOAEL and the interim targets relate to the overall noise exposure of the population to environmental noise. The interim target is proposed in instances where the night noise guideline LOAEL cannot be achieved in a short-term period.

2.4. Possible Options for the Identification of SOAEL and LOAEL in Support of the NPSE

The Department of Environment, Food & Rural Affairs (DEFRA) commissioned a research study of potential LOAEL or SOAEL to support the NPSE. The DEFRA 2015 research paper “Possible Options for the Identification of SOAEL and LOAEL in Support of the NPSE” examined the exposure-response relationship in relation to the following identified health effects; namely annoyance, sleep, stress, cardiovascular, quality of life, well-being and general health and performance on cognitive mental health. The reported indicative LOAEL and SOAEL values and ranges for aircraft noise are summarised in Table 2-3.

Table 2-3 Possible Outdoor Values or Range of Values for LOAEL and SOAEL – Aircraft

Annoyance dB L _{Aeq,16hr}		Sleep dB L _{night}		Performance Cognitive mental health dB L _{Aeq,T}	
LOAEL	SOAEL	LOAEL	SOAEL	LOAEL	SOAEL
52 (50-54)	60 (58-62)	41 (40-49)	53 (47-60)	50	-

Note: Values in brackets indicate possible range of values.

2.5. ERCD Report 0905 “Aircraft Noise and Sleep Disturbance: A Review” April 2009

The Environmental Research and Consultancy Department (ERCD) was commissioned by the Civil Aviation Authority (CAA) to undertake a review of field and laboratory studies of the effects of aircraft noise exposure on sleep. One of the conclusions of this review is quoted below:

“The results suggested that below outdoor event levels of 90 dBA SEL (about 80 dBA L_{max}), Aircraft Noise Events (ANEs) are most unlikely to cause any increase in measured sleep disturbance from that which occurs naturally during normal sleep. For those ANEs above this level, the average arousal rate was about 1 in 30.”

2.6. Summary of Noise Impact Criteria

Based on the above guidance documents, the LOAEL and SOAEL was determined and applied to assess potential noise impacts for the project. The outdoor LOAEL and SOAEL applied for this study is summarised in Table 2-4.

Table 2-4: Outdoor Aircraft Noise LOAEL and SOAEL

Time period	Noise Level
LOAEL	
Day	50 dB L _{Aeq,16hr}
Night	40 dB L _{Aeq,8hr}
Night	60 dB L _{Amax}
SOAEL	
Day	60 dB L _{Aeq,16hr}
Night	55 dB L _{Aeq,8hr}
Night	80 dB L _{Amax} (90 dB SEL)

3. Noise Surveys

This section presents the methodology and results of the baseline noise monitoring and attended measurements during helicopter operations at the North Weald Airfield.

A baseline noise survey was carried out in July 2017 in order to establish the current prevailing ambient and background noise levels in the areas surrounding the North Weald Airfield. Approximately 1 week of baseline noise data was captured at three monitoring locations.

Attended measurements during helicopter operations simulating the proposed situation (i.e. landing and take-off to the proposed hangar location along the three flight paths) were undertaken on 5 July 2017.

3.1. Instrumentation

All noise measurements were undertaken using Class 1 sound level meters meeting the requirements in BS EN 61672-1: 2013 “Electroacoustics – Sound level meters”. Calibration of all sound level meters and field calibrators has also have been checked periodically against national standards, or the relevant measurement standard in use. In addition, the calibration of each sound level meter has been checked and recorded at the start and end of each measurement using calibrators (Class 1) meeting the requirements of BS EN 60942 2003 “Electroacoustics – Sound calibrators”, with any significant drift noted.

A weather station was installed at monitoring location 1 and 2. This was recording temperature, humidity, rainfall, wind speed and wind direction at 1 minute intervals during the monitoring period. This information has been used in the analysis of data, as appropriate.

The instrumentation used for the measurements are presented in Table 3-1. Instrumentation calibration certificates are available on request.

Table 3-1 Instrumentation

Monitoring ID	Sound Level Meter	Acoustic Calibrator	Comment
M1	01dB FUSION (Serial No. 11201)	01dB CAL21 (Serial No. 34565048)	Baseline noise monitoring and attended helicopter measurements
M2	01dB FUSION (Serial No. 11201)	01dB CAL21 (Serial No. 34565048)	Baseline noise monitoring
	RION NL-52 (Serial No. 00620854)	RION NC-74 (Serial No. 35125802)	Attended helicopter measurements
M3	B&K 2238 (Serial No. 2381613)	RION NC-74 (Serial No. 35125802)	Baseline noise monitoring and attended helicopter measurements
M4	RION NL-52 (Serial No. 00620857)	RION NC-74 (Serial No. 31525804)	Attended helicopter ground run measurements

3.2. Monitoring Locations

Baseline noise monitoring was undertaken at the locations in Figure 3-1. These locations were selected to be representative of the nearest sensitive receptors adjacent to each of the recommended flight paths for NPAS.

The setting on the noise loggers at monitoring locations M1 to M3 were changed to 1 second logging and noise measurements were undertaken at the same locations as the baseline monitoring during simulated helicopter operations on 5 July 2017. Near field measurements were also undertaken at monitoring location M4 (shown in Figure 3-2) at 50m distance from the helicopter undertaking a ground run.

Figure 3-1 Monitoring Locations relative to Recommended Flight Paths



Figure 3-2 Additional Attended Measurement Location during Helicopter Ground Run

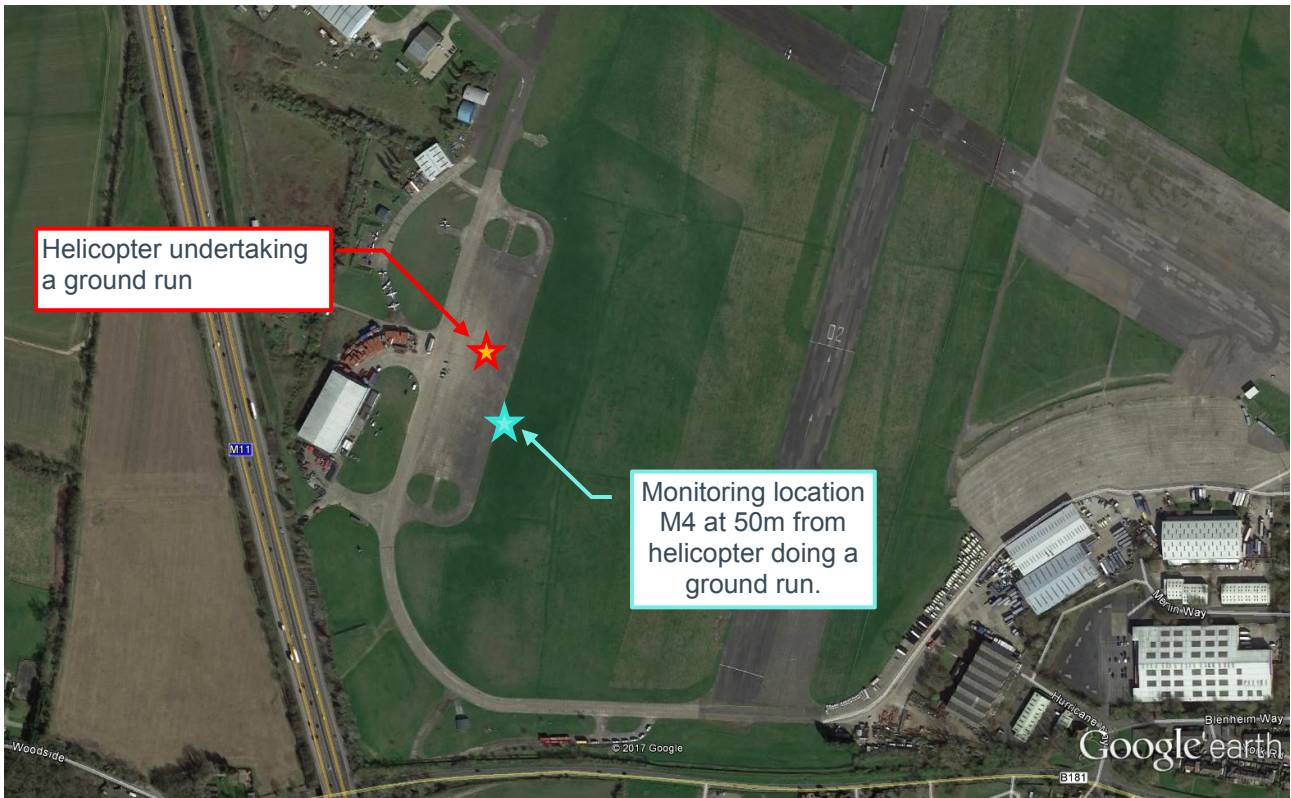


Table 3-2 summarises the monitoring locations which have been used for this assessment and gives relevant details for each.

Table 3-2 Monitoring Locations

Ref.	Locations and Rationale for Measurement Position
M1	At the boundary fence to the nursing home at the end of Weald Hall Lane. Nearest sensitive receptor to the northeast flight path.
M2	Monitoring in field opposite to residential properties on Siskin Way. Representative of noise levels at the nearest sensitive receptors at North Weald Bassett. Potentially exposed to noise levels from the northeast and south flight paths.
M3	At the boundary to Smiths Caravan site. A single receptor at the end of the western runway nearest to the western flight path.
M4	At 50m distance from the helicopter undertaking a ground run

3.3. Baseline Monitoring Results

The baseline noise data is presented in Appendix D, both as noise graphs in Figure D-1 to Figure D-3 and summarised for each monitoring location in Table D-1 to Table D-3.

The wind was generally below 5 m/s during the whole monitoring period. It was raining from the evening and through the night to 28 June. Otherwise the weather was calm and temperatures in the mid-twenties during daytime going down to low tens during night-time.

A summary of the ranges of baseline noise levels at each monitoring location is presented in Table 3-3.

The existing ambient noise levels are significantly higher, as expected, at the monitoring location M3 which is located close to the M11 motorway and exposed to significant road traffic noise. However, the highest maximum noise levels were found at the monitoring location M1 which is located close to the northern runway and exposed to existing aircraft take-off and landing noise levels during the daytime of above 80 dB(A).

The monitoring location M2 near the residential areas of North Weald Bassett has the lowest existing ambient noise levels. This is due to being located away from the M11 motorway and Epping Road and the road traffic noise associated with these and it is more than 500m from the nearest runway.

Table 3-3 Baseline Noise Levels

Monitoring Location		Average ¹ dB LAeq,T	Highest dB LAFmax,T	Average ² dB LA90,T
M1	Day (07:00-23:00)	50 - 62	85 - 103	42 - 46
	Night (23:00-07:00)	44 - 48	70 - 81	40 - 45
M2	Day (07:00-23:00)	48 - 53	76 - 90	37 - 47
	Night (23:00-07:00)	41 - 53	71 - 80	31 - 47
M3	Day (07:00-23:00)	56 - 64	79 - 91	53 - 60
	Night (23:00-07:00)	56 - 61	73 - 82	53 - 58

¹ Logarithmic average of LAeq,T.

² Arithmetic average of LA90,15min during day and night periods.

3.4. Helicopter Operations Measurement Results

To assess the potential noise levels from the proposed NPAS helicopter operations at the North Weald Airfield, noise measurements were undertaken during helicopter operations with one of NPAS helicopters at the North Weald Airfield on 5 July 2017.

The flight paths that were used during the helicopter operations are shown in Figure 3-1.

The helicopter operations included the following:

- Northeast flight path to and from proposed NPAS hangar location
 - Landing “clear area” profile
 - Take-off “clear area” profile
- West flight path to and from proposed NPAS hangar location
 - Landing “clear area” profile
 - Take-off “clear area” profile
- South flight path to and from proposed NPAS hangar location
 - Landing “clear area” profile
 - Take-off “clear area” profile
- At proposed NPAS hangar location
 - Landing VTOL profile
 - Take-off VTOL profile
- Just to the south of proposed NPAS hangar location
 - Ground run
 - Hover taxiing

The following sections presents the measurement results from the above helicopter operations at the North Weald Airfield.

For each of the above helicopter operations, the time history of the measured noise levels have been presented for each monitoring location where the helicopter noise was identified above the ambient noise. In addition, the following parameters have been calculated and presented:

- dB L_{Amax} – The A weighted maximum noise level during the event (i.e. take-off or landing);
- SEL – The Sound Exposure Level is the A weighted sound pressure level integrated over the duration of the event and normalised to 1 second time period. This is representative of the total sound energy of the event normalised to 1 second time period. This is often used to predict the daytime $L_{Aeq,16hr}$ and night-time $L_{Aeq,8hr}$ when the number of events during daytime and night-time are known.

3.4.1. Northeast Flight Path to and from Proposed NPAS Hangar Location

Noise levels were measured at 1 second intervals at all three monitoring locations during two “clear area” profile take-off and one landing along the northeast flight path as shown in Figure 3-3. The time history of the measured noise levels during the take-off and landings are presented in Appendix E, Figure E-1 (monitoring location M1) and Figure E-2 (monitoring location M2).

The noise levels at location M3 was not above the ambient noise levels during take-off and landing along the northeast flight path.

The determined maximum noise level and SEL during each landing and take-off have been summarised in Table 3-4.

Figure 3-3 Northeast Flight Path and Monitoring Locations

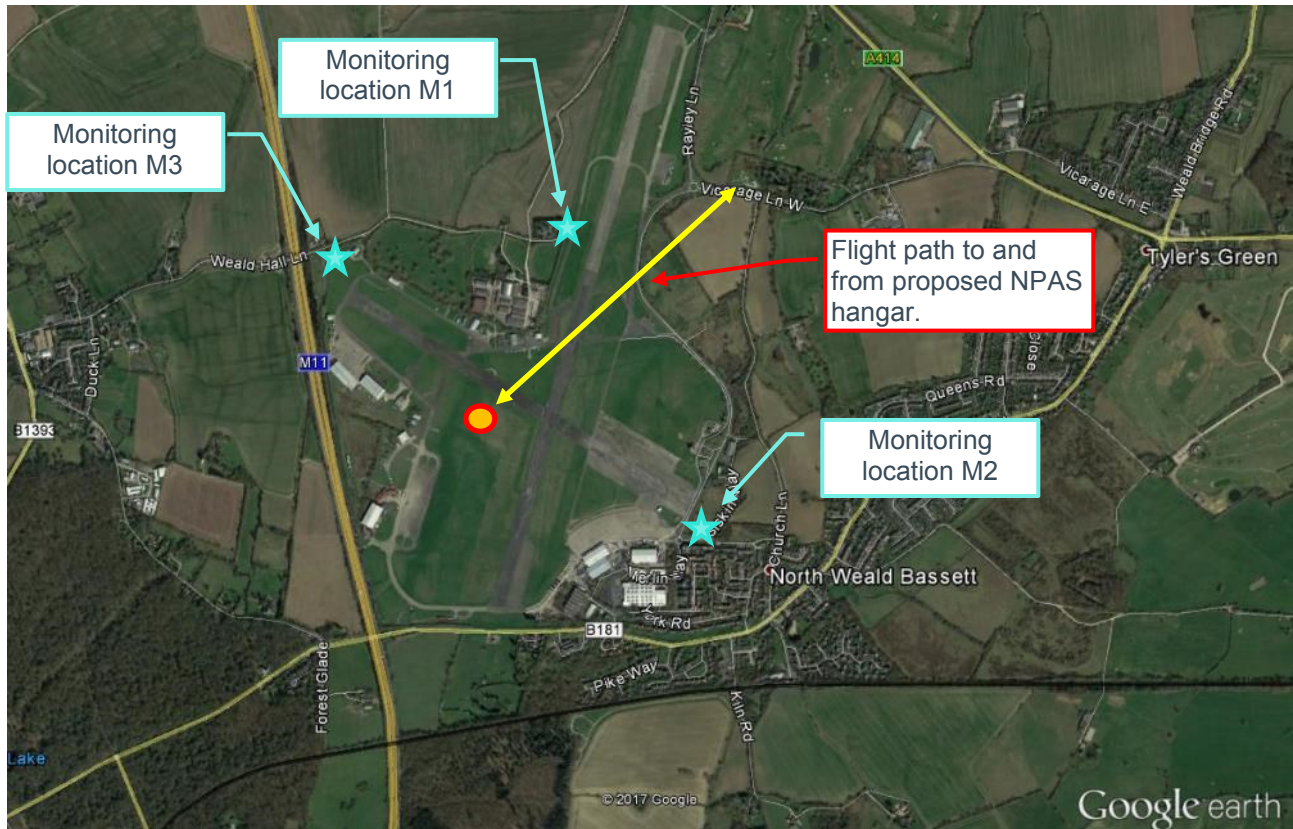


Table 3-4 Northeast Flight Path Noise Levels

Monitoring Location	Noise Parameter (dB)	Take-off	Landing
M1	SEL	79 – 80	82
	L _{Amax}	70 - 70	72
M2	SEL	70-73	70
	L _{Amax}	62-67	60
M3	SEL	-	-
	L _{Amax}	-	-

Note: Noise levels during take-off and landing using the northeast flight path was not above ambient noise levels at location M3.

3.4.2. South Flight Path to and from Proposed NPAS Hangar Location

Noise levels were measured at 1 second intervals at all three monitoring locations during two “clear area” profile take-offs and two landings using the south flight path as shown in Figure 3-4. The time history of the measured noise levels during the take-off and landings are presented in Appendix E, Figure E-3 (monitoring location M2). Noise measurements during VTOL profile take-offs and landings are presented in Appendix E, Figure E-4 (monitoring location M2).

The noise levels at location M1 and M3 were not above the ambient noise levels during take-off and landing using the south flight path.

The determined maximum noise level and SEL during each landing and take-off have been summarised in Table 3-5.

Figure 3-4 South Flight Path and Monitoring Locations

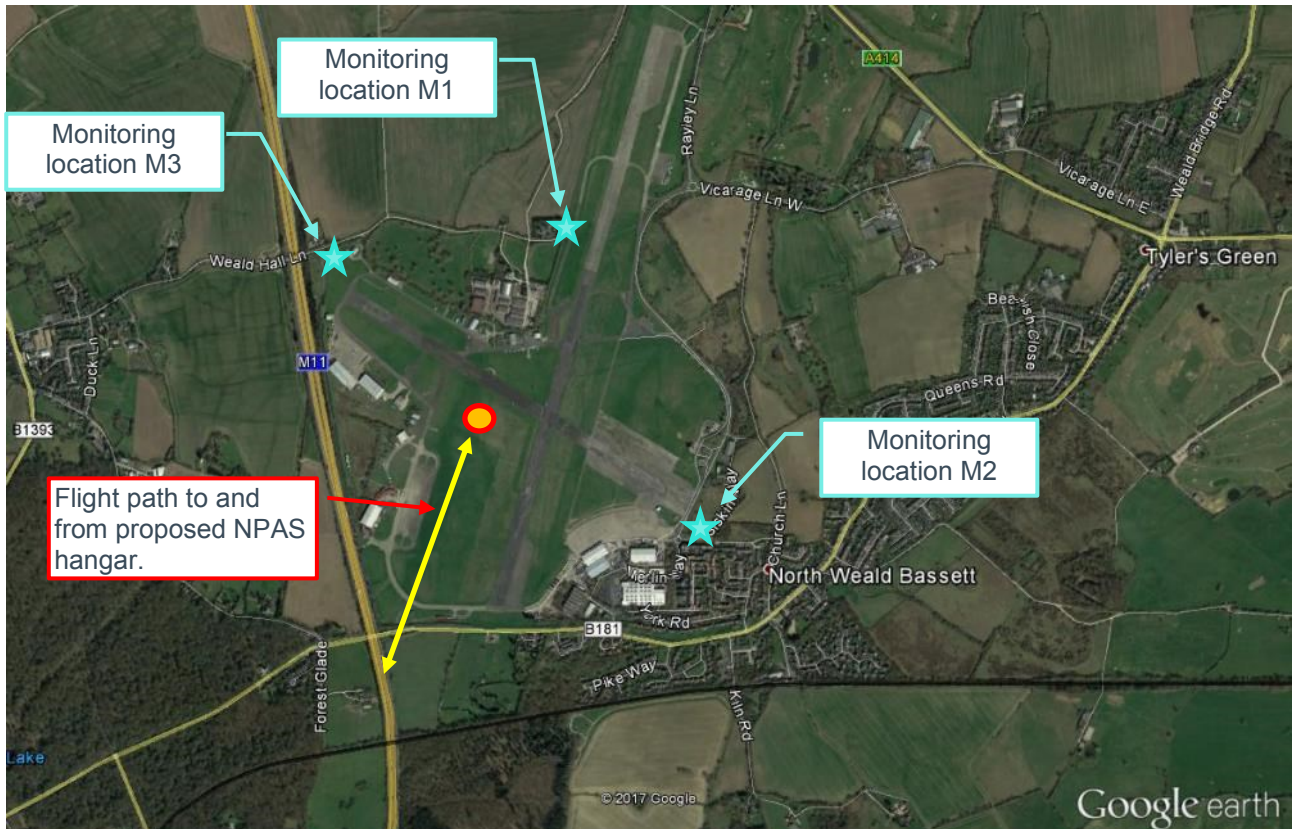


Table 3-5 South Flight Path Noise Levels

Monitoring Location	Noise Parameter (dB)	Take-off	Landing
M1	SEL	-	-
	L _{Amax}	-	-
M2	SEL	60 - 64	67 - 69
	L _{Amax}	50 - 54	56 - 59
M3	SEL	-	-
	L _{Amax}	-	-

Note: Noise levels during take-off and landing using the south flight path was not above ambient noise levels at locations M1 and M3.

3.4.3. West Flight Path to and from Proposed NPAS Hangar Location

Noise levels were measured at 1 second intervals at all three monitoring locations during two “clear area” profile take-offs and two landings using the west flight path as shown in Figure 3-3. The time history of the measured noise levels during take-off and landings is presented in Appendix E, Figure E-5 (monitoring location M3).

The noise levels at location M1 and M2 were not above the ambient noise levels during take-off and landing using the west flight path.

The determined maximum noise level and SEL during each landing and take-off have been summarised in Table 3-6.

Figure 3-5 West Flight Path and Monitoring Locations



Table 3-6 West Flight Path Noise Levels

Monitoring Location	Noise Parameter (dB)	Landing	Take-off
M1	SEL	-	-
	L _{Amax}	-	-
M2	SEL	-	-
	L _{Amax}	-	-
M3	SEL	85 - 89	84 – 85
	L _{Amax}	77 - 78	77 - 78

Note: Noise levels during take-off and landing using the west flight path was not above ambient noise levels at locations M1 and M2.

3.4.4. Helicopter Ground Run

A noise level of 78 dB L_{Aeq} was measured at 50m from the helicopter during a ground run. The ground run was undertaken slightly to the south of the proposed NPAS hangar location as shown in Figure 3-2. The measured noise levels at the three monitoring locations were not noticeable above the ambient noise levels. Predicted noise levels at the nearest sensitive receptors based on the measured noise level at 50m from the helicopter during the ground run was around 50 dB L_{Aeq}, which is at or below the measured baseline noise levels.

4. Assessment

A noise assessment has been undertaken based on the forecasted helicopter movements in Section 1.3. The assessment below has assumed a typical situation where the future NPAS helicopter movements during a certain day and night would be split on two flight paths and a worst case where all movements would be utilising the same flight path.

On average NPAS would have 19 movements per 24 hour day, of which 8 movements would be during night-time. Based on the noise measurements during helicopter movements along the recommended flight paths the predicted contributions to the nearest receptors to each flight path is presented in Table 4-1.

Table 4-1 Predicted Future Helicopter Noise Levels

Flight Path	Receptor	Period	dB L _{Aeq,T} ¹	dB L _{AFmax,T}
Northeast	M1 Nearest receptor to the northeast flight path	Day	39-42 (42-45)	70-72
		Night	40-43 (43-46)	70-72
	M2 Nearest receptor to the south flight path	Day	30-33 (33-36)	60-67
		Night	31-34 (34-37)	60-67
South	M2 Nearest receptor to the south flight path ²	Day	20-29 (23-32)	50-59
		Night	21-30 (24-33)	50-59
West	M3 Nearest receptor to the west flight path	Day	44-49 (47-52)	77-78
		Night	45-50 (48-53)	77-78

¹ Values outside brackets represent a typical situation where flight movements would be split on two or more flight paths during the day and night periods. Values in brackets are a worst case if all helicopter movements on a certain day and night would be forced to utilise only one flight path.

² There are also receptors to the south of Epping Road that are closer horizontally to the south flight path, however the helicopter will be at an altitude more than 500ft above local ground before passing over the Epping Road. Therefore, these receptors would not be more exposed to helicopter noise than that predicted for location M2.

4.1. Daytime

The predicted future NPAS helicopter operations are well below the existing daytime ambient noise levels at all receptors adjacent to the North Weald Airfield. They are also below the LOAEL criteria in Table 2-4 for all receptors adjacent to all flight paths.

4.2. Night-time

4.2.1. Northeast flight path

For the northeast flight path, the predicted L_{Aeq} noise levels at the nearest receptor M1 (the nursing home at the end of Weald Hall Lane) was 40-43 dB L_{Aeq} during the night-time period which is just above the LOAEL criterion of 40 dB L_{Aeq} (refer to Table 2-4), however, below the existing ambient noise levels of 44-48 dB L_{Aeq}.

The predicted L_{Amax} noise levels at the M1 receptor was 70-72 dB L_{Amax} which is above the LOAEL criterion of 60 dB L_{Amax}, however, for less than 10-15 times per night as recommended by the WHO guidelines.

The predicted L_{Aeq} noise level for the M2 receptor (nearest point towards the North Weald Bassett residential area) when using the northeast flight path was 31-34 dB L_{Aeq} which is well below the LOAEL criterion of 40 dB

L_{Aeq} for this receptor. The predicted L_{Amax} noise level for the M2 receptor was 60-67 dB L_{Amax} which is above the LOAEL criterion of 60 dB L_{Amax} , however, for less than 10-15 times per night as recommended by the WHO guidelines.

The predicted night-time noise levels (both L_{Aeq} and L_{Amax}) are well below the SOAEL criteria in Table 2-4 for all receptors due to helicopter movements using the northeast flight path.

4.2.2. South flight path

All receptors are predicted to be below the LOAEL (both L_{Aeq} and L_{Amax}) criteria in Table 2-4 due to helicopter movements using the southern flight path during night-time.

4.2.3. West flight path

The predicted L_{Aeq} noise level for the M3 receptor (Smith Caravan site) when using the west flight path is 45-50 dB L_{Aeq} during the night-time period which is above the LOAEL criterion of 40 dB L_{Aeq} , however, below the existing ambient noise levels of 51-61 dB L_{Aeq} .

The predicted L_{Amax} noise levels at the M3 receptor was 77-78 dB L_{Amax} which is above the LOAEL criterion of 60 dB L_{Amax} , however, for less than 10-15 times per night as recommended by the WHO guidelines.

There is only one receptor adjacent to the west flight path, this is the Smith Caravan site. This receptor is located near the M11 motorway and exposed to significant road traffic noise during both day and night. The predicted future helicopter noise levels at this receptor are below existing ambient road traffic noise levels.

The predicted night-time noise levels (both L_{Aeq} and L_{Amax}) are below the SOAEL criteria in Table 2-4 for all receptors due to helicopter movements using the west flight path.

5. Noise Management Measures

To manage and minimise any potential future noise nuisance due to NPAS operations the management measures described below should be considered:

- Spread the helicopter movements on more than one flight path as far as possible.
- Use the recommended three flight paths in Figure 1-2, which have been determined to:
 - Maximise offset distance to the nearest receptors.
 - Avoid any densely populated areas.
 - For helicopters to fly above the M11 motorway (the M11 motorway would help mask aircraft noise) where possible.
- During night-time movements utilise the following order of preferred flight paths:
 - Preferred flight path is the southern for which the LOAEL criteria are predicted to be achieved for all receptors.
 - The second preferred flight path is the western flight path which has only one receptor, the Smith caravan site receptor, before the flight path is above the M11 motorway.
 - The third preferred flight path is the northeastern flight path, since this flight path exposes the most number of sensitive receptors to potential noise levels above the LOAEL criteria.
- Only undertake ground runs during published aerodrome operating hours.

6. Summary

Atkins noise and vibration (ANV) was commissioned to undertake a helicopter noise assessment for a proposed relocation of the National Police Air Service (NPAS) operations to the North Weald Airfield.

To assess the proposed NPAS operations at the North Weald Airfield, noise measurements were undertaken at the North Weald Airfield during helicopter operations representative of the proposed NPAS operations.

Both baseline noise monitoring and noise measurements during helicopter operations were undertaken at locations determined to be representative of the nearest sensitive receptors to each of the three recommended flight paths.

The noise measurements and assessment shows that there are no predicted noise levels above the LOAEL criterion of 50 dB L_{Aeq} during daytime.

During the night-time, there are a few exceedance of the LOAEL criteria (40 dB L_{Aeq} and 60 dB L_{Amax}) due to helicopter movements along the northeast and west flight paths. The south flight path has no exceedances of the LOAEL criteria. There are no predicted exceedances of the SOAEL criteria (55 dB L_{Aeq} and 80 dB L_{Amax}) at any receptors due to any proposed NPAS operations.

With the appropriate noise management and control measures, as outlined in Section 5, there are no anticipated adverse noise effects from the proposed NPAS operations at North Weald Airfield.

Appendices

Appendix A. Glossary of Acoustic Terms

Ambient Noise

Totally encompassing sound in a given situation at a given time usually composite of sounds from many sources near and far.

A-weighting, dB(A)

The most widely used weighting mechanism that best corresponds to the response of the human ear is the 'A'-weighting scale. This is widely used for environmental noise measurement, and the levels are denoted as dB(A) or L_{Aeq} , L_{A90} etc., according to the parameter being measured.

Decibel (dB)

A logarithmic scale for comparing the ratios of two quantities, including sound pressure and sound power. The decibel can also be used to measure absolute quantities by specifying a reference value that fixes one point on the scale. For sound pressure, the reference value is $20\mu\text{Pa}$.

Noise Level Indices

Noise levels usually fluctuate over time, so it is often necessary to consider an average or statistical noise level. This can be done in several ways, so a number of different noise indices have been defined, according to how the averaging or statistics are carried out.

Free-field

No reflective surfaces, other than the ground, within 3.5 metres of the microphone position.

$L_{eq,T}$

A noise level index called the equivalent continuous noise level over the time period T. This is the level of a notional steady sound that would contain the same amount of sound energy as the actual, possibly fluctuating, sound that was recorded.

$L_{max,T}$

A noise level index defined as the maximum noise level during the period T. L_{max} is sometimes used for the assessment of occasional loud noises, which may have little effect on the overall L_{eq} noise level but will still affect the noise environment. Unless described otherwise, it is measured using the 'fast' sound level meter response.

$L_{90,T}$

A noise level index. The noise level that is exceeded for 90% of the measurement time interval, T. L_{90} can be considered to be the "average minimum" noise level and is often used to describe the background noise

SEL

The Sound Exposure Level is the A weighted sound pressure level integrated over the duration of the event and normalised to 1 second time period. This is representative of the total sound energy of the event normalised to 1 second time period. This is often used to predict the daytime $L_{Aeq,16hr}$ and night-time $L_{Aeq,8hr}$ when the number of events during daytime and night-time are known.

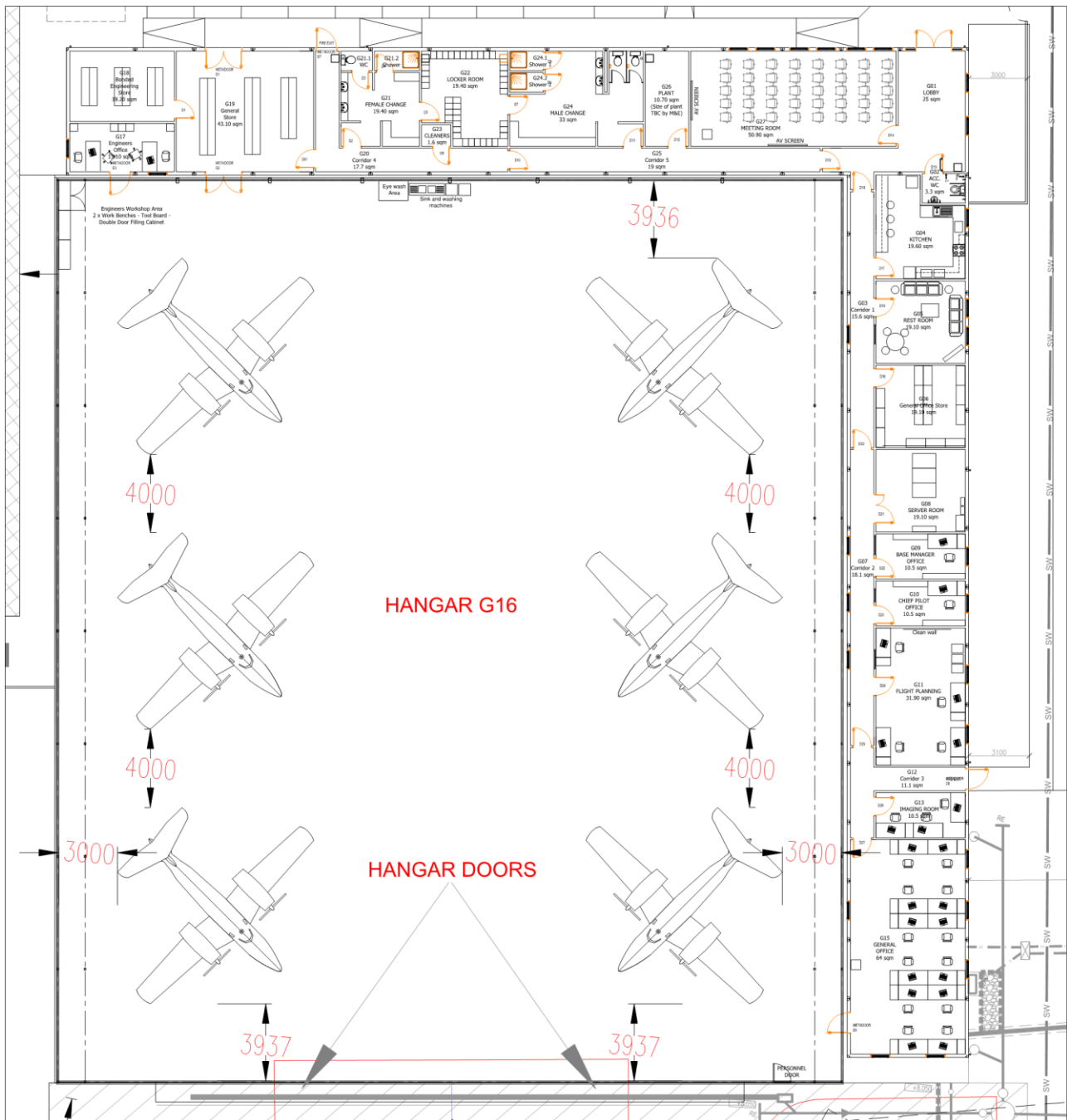
Appendix B. Epping Forest District Local Plan



Figure 5.15 Site allocations for North Weald Bassett

Local Plan 2011-2033 Draft Plan Consultation	Drawing No. EFDC-DP-0011-Rev1	Content Proposed Sites for Allocation and Green Belt amendments in North Weald Bassett	Legend Residential site with planning permission Proposed residential site allocation Proposed traveller site allocation Indicative location for housing within airfield	Existing employment sites Employment site identified for intensification Site identified as an extension to an existing employment site Potential new employment site	Existing Green Belt boundary Indicative Green Belt boundary amendment Existing Green Belt boundary to be amended District Open Land
	Date: September 2016			<small>Contains Ordnance Survey & Royal Mail Data © Crown Copyright & Database Right 2015 EPDC Licence No: 100018034 2015 © Royal Mail Copyright & Database Right 2015 © Environment Agency, © Copyright Geo Perspectives, © Natural England 2015</small>	Existing employment sites Employment site identified for intensification Site identified as an extension to an existing employment site Potential new employment site

Appendix C. Example NPAS Hangar



Appendix D. Baseline Noise Monitoring Levels

Figure D-1 Baseline Noise Levels - M1

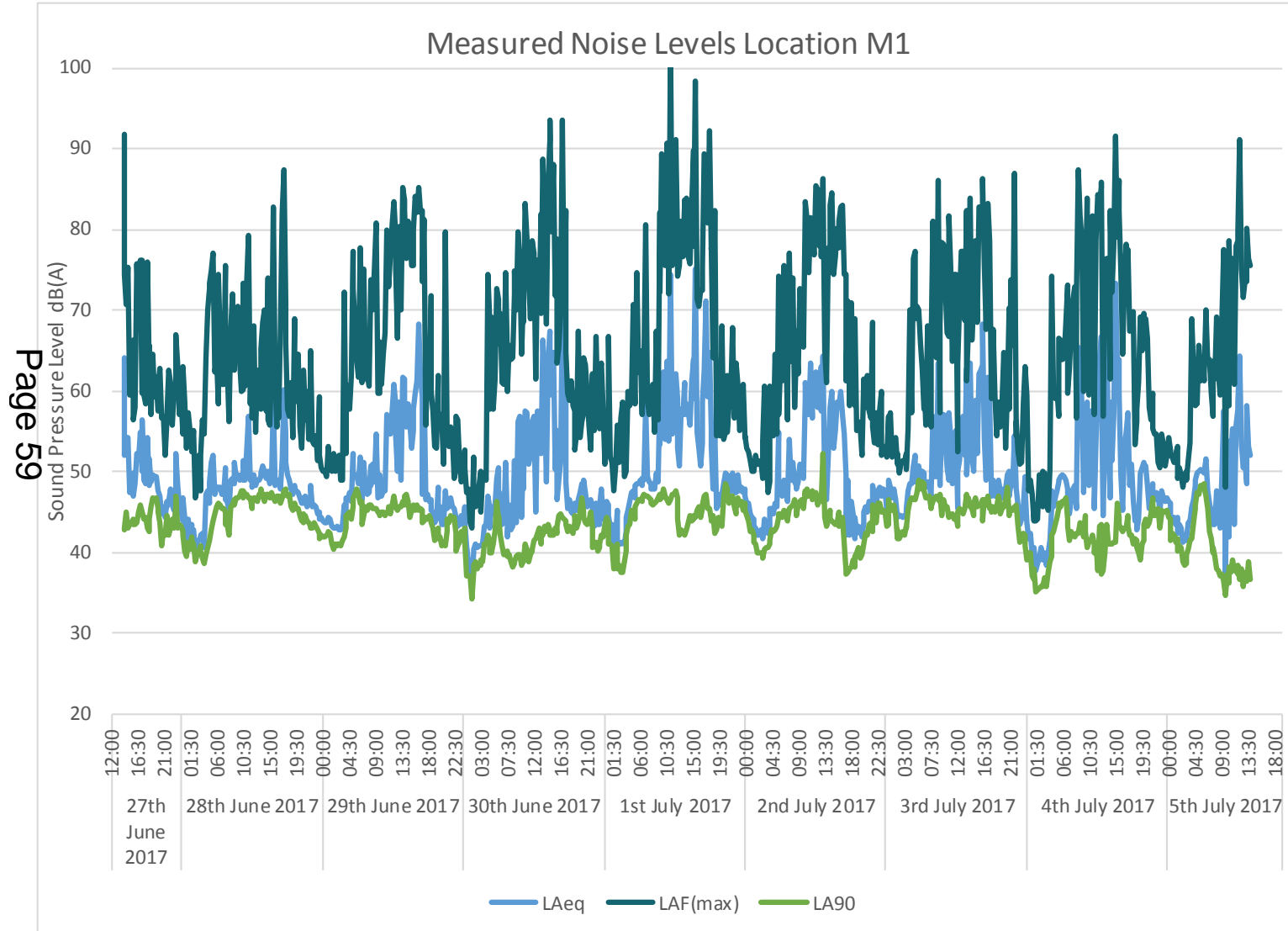


Figure D-2 Baseline Noise Levels – M2

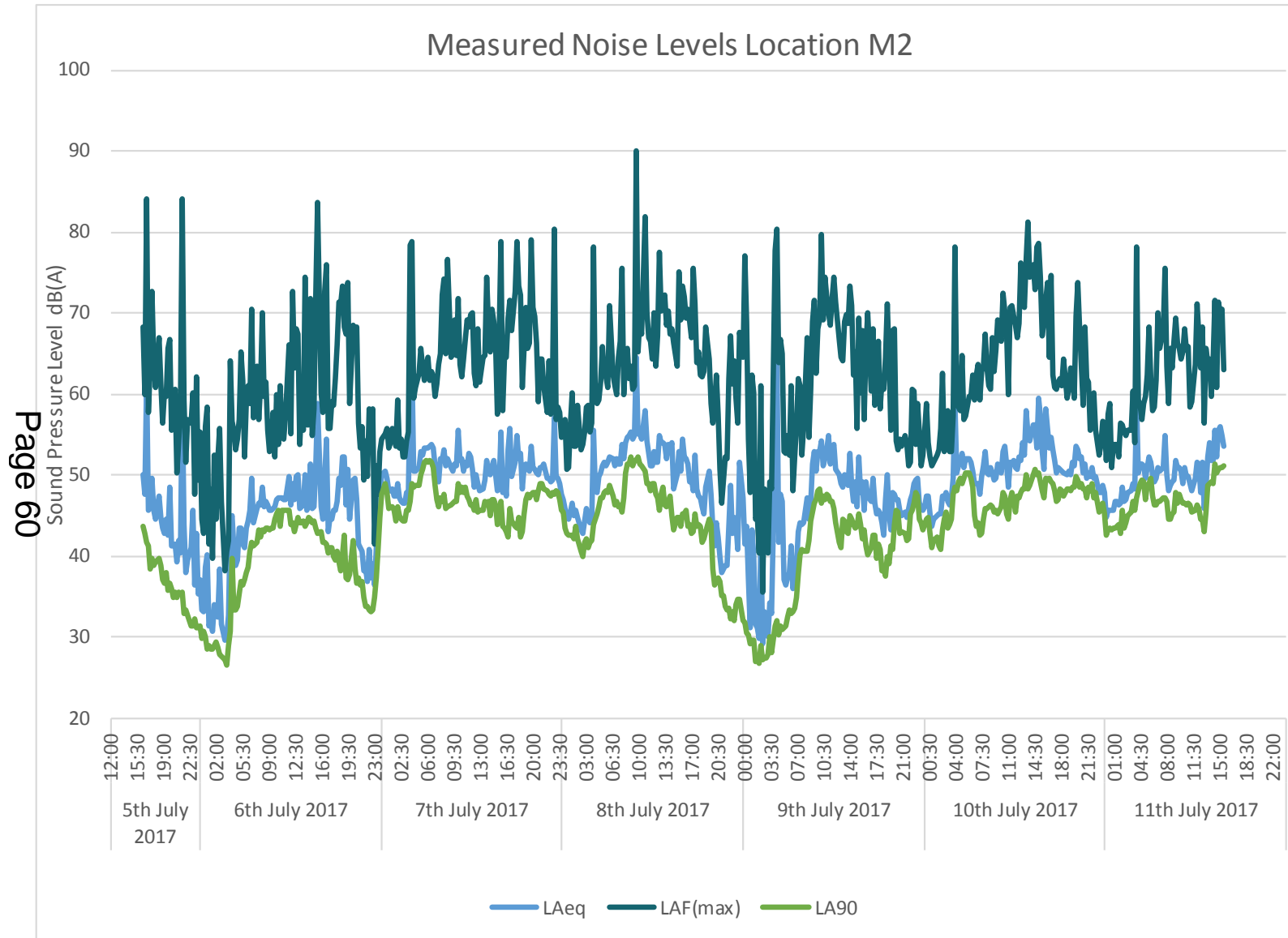


Figure D-3 Baseline Noise Levels – M3

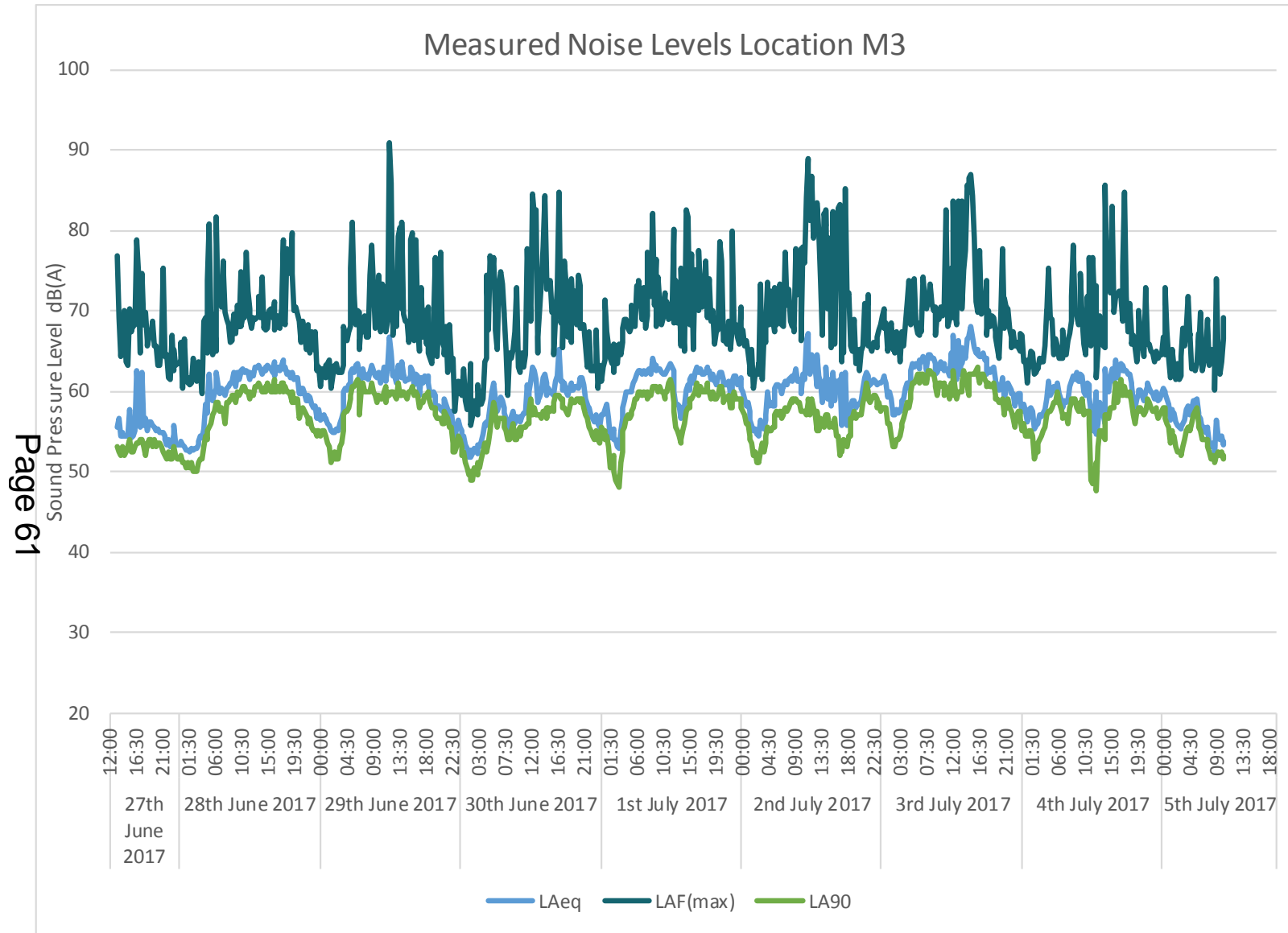


Table D-1 Summary of Baseline Noise Data for Monitoring Location 1

Date	Time Period	Average ¹	Highest	Average ²
		L _{Aeq,T} dB	L _{AFmax,T} dB	L _{A90,T} dB
Tuesday 27 th June	Daytime (14:00 to 23:00)	52.4	91.8	44.0
	Night-time (23:00 to 07:00)	46.7	77.0	42.1
Wednesday 28 th June	Daytime (07:00 to 23:00)	50.4	87.4	45.9
	Night-time (23:00 to 07:00)	46.6	77.6	43.2
Thursday 29 th June	Daytime (07:00 to 23:00)	56.0	85.1	44.4
	Night-time (23:00 to 07:00)	44.4	74.4	40.3
Friday 30 th June	Daytime (07:00 to 23:00)	57.7	93.6	41.9
	Night-time (23:00 to 07:00)	47.6	80.6	42.5
Saturday 1 st July	Daytime (07:00 to 23:00)	62.2	102.9	45.4
	Night-time (23:00 to 07:00)	46.5	75.5	42.8
Sunday 2 nd July	Daytime (07:00 to 23:00)	55.9	91.5	43.1
	Night-time (23:00 to 07:00)	48.0	77.3	45.2
Monday 3 rd July	Daytime (07:00 to 23:00)	56.6	87.0	45.5
	Night-time (23:00 to 07:00)	45.6	74.1	40.3
Tuesday 4 th July	Daytime (07:00 to 23:00)	59.4	91.5	42.3
	Night-time (23:00 to 07:00)	46.9	70.0	43.5

¹ Logarithmic average of L_{Aeq,T}.

² Arithmetic average of L_{A90,15min} during day and night periods.

Table D-2 Summary of Baseline Noise Data for Monitoring Location 2

Date	Time Period	Average ¹	Highest	Average ²
		L _{Aeq,T} dB	L _{AFmax,T} dB	L _{A90,T} dB
Wednesday 5 th July	Daytime (16:00 to 23:00)	51.0	84.0	36.9
	Night-time (23:00 to 07:00)	41.0	70.5	32.2
Thursday 6 th July	Daytime (07:00 to 23:00)	48.2	83.7	41.4
	Night-time (23:00 to 07:00)	53.1	78.7	46.7
Friday 7 th July	Daytime (07:00 to 23:00)	51.4	80.3	46.4
	Night-time (23:00 to 07:00)	49.0	78.2	44.5
Saturday 8 th July	Daytime (07:00 to 23:00)	52.8	89.9	44.4
	Night-time (23:00 to 07:00)	50.8	80.4	30.7
Sunday 9 th July	Daytime (07:00 to 23:00)	49.3	79.6	43.2
	Night-time (23:00 to 07:00)	49.9	78.2	45.5
Monday 10 th July	Daytime (07:00 to 23:00)	51.9	81.2	47.0
	Night-time (23:00 to 07:00)	50.0	78.1	45.8
Tuesday 11 th July	Daytime (07:00 to 23:00)	51.7	75.5	47.1

¹ Logarithmic average of L_{Aeq,T}.

² Arithmetic average of L_{A90,15min} during day and night periods.

Table D-3 Summary of Baseline Noise Data for Monitoring Location 3

Date	Time Period	Average ¹	Highest	Average ²
		L _{Aeq,T} dB	L _{AFmax,T} dB	L _{A90,T} dB
Tuesday 27 th June	Daytime (14:00 to 23:00)	56.2	78.7	52.9
	Night-time (23:00 to 07:00)	56.9	81.7	53.0
Wednesday 28 th June	Daytime (07:00 to 23:00)	61.8	79.6	59.2
	Night-time (23:00 to 07:00)	59.2	80.9	55.7
Thursday 29 th June	Daytime (07:00 to 23:00)	61.4	90.9	58.7
	Night-time (23:00 to 07:00)	56.1	76.8	52.9
Friday 30 th June	Daytime (07:00 to 23:00)	59.8	84.7	56.9
	Night-time (23:00 to 07:00)	58.8	73.7	54.8
Saturday 1 st July	Daytime (07:00 to 23:00)	61.7	82.6	59.1
	Night-time (23:00 to 07:00)	58.7	73.5	55.3
Sunday 2 nd July	Daytime (07:00 to 23:00)	61.1	88.9	57.3
	Night-time (23:00 to 07:00)	61.0	73.9	57.6
Monday 3 rd July	Daytime (07:00 to 23:00)	63.6	86.9	60.3
	Night-time (23:00 to 07:00)	58.6	75.3	56.0
Tuesday 4 th July	Daytime (07:00 to 23:00)	60.6	85.5	57.1
	Night-time (23:00 to 07:00)	57.9	72.8	55.3

¹ Logarithmic average of L_{Aeq,T}.

² Arithmetic average of L_{A90,15min} during day and night periods.

Appendix E. Helicopter Noise Levels

Figure E-1 Northeast Flight Path “clear area” profile - M1 Noise Levels

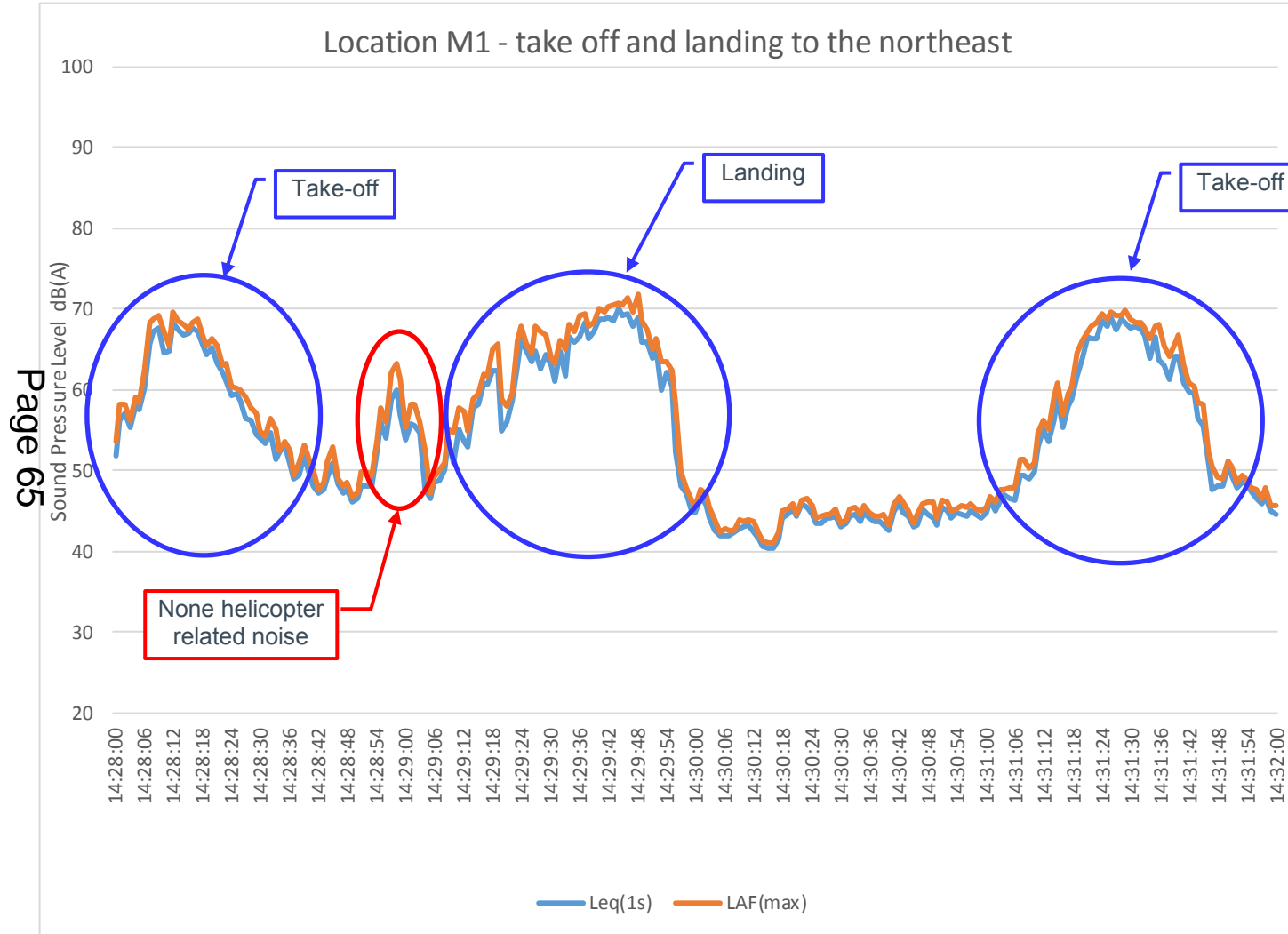


Figure E-2 Northeast Flight Path “clear area” profile – M2 Noise Levels

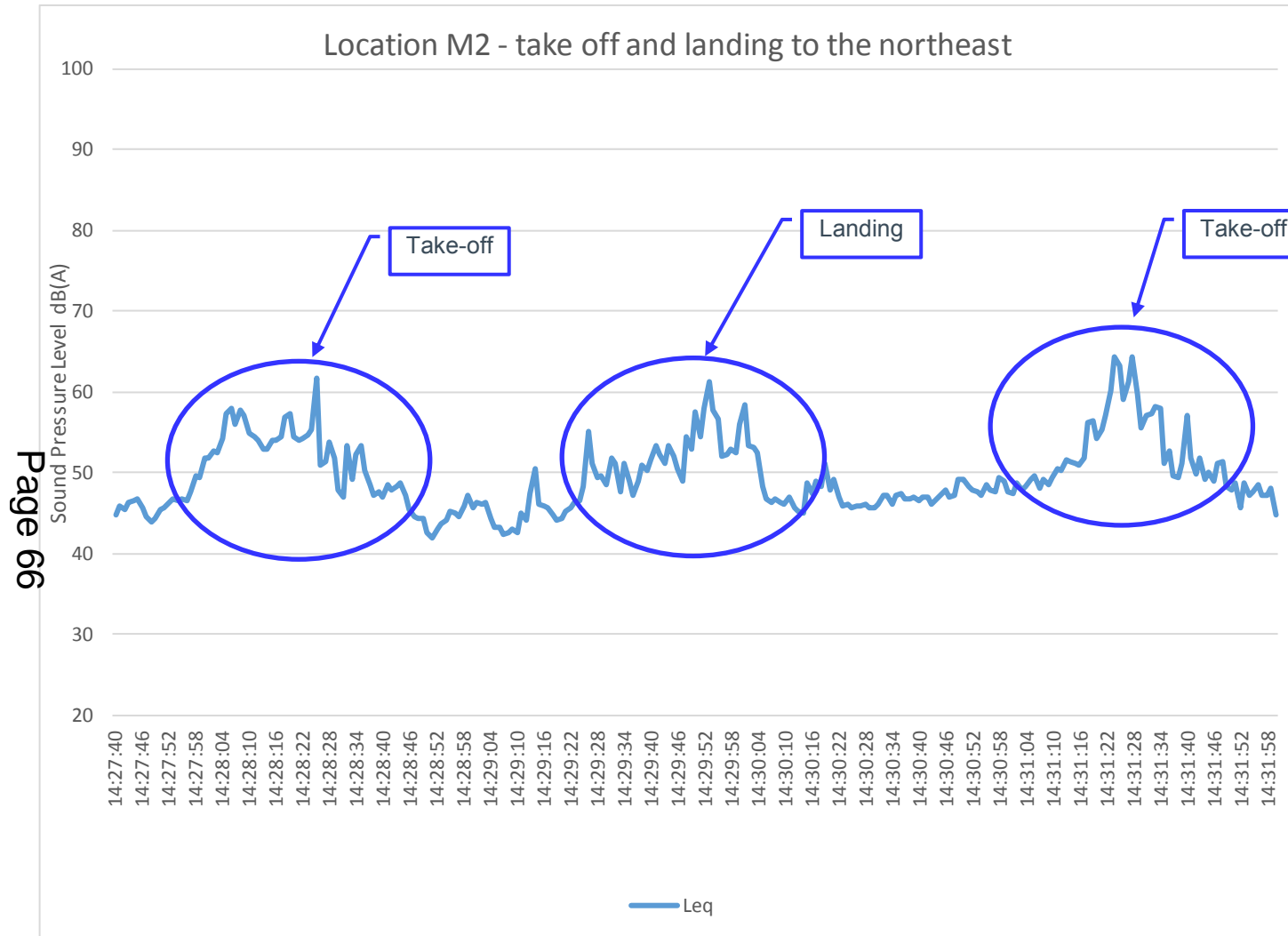


Figure E-3 South Flight Path “clear area” profile – M2 Noise Levels

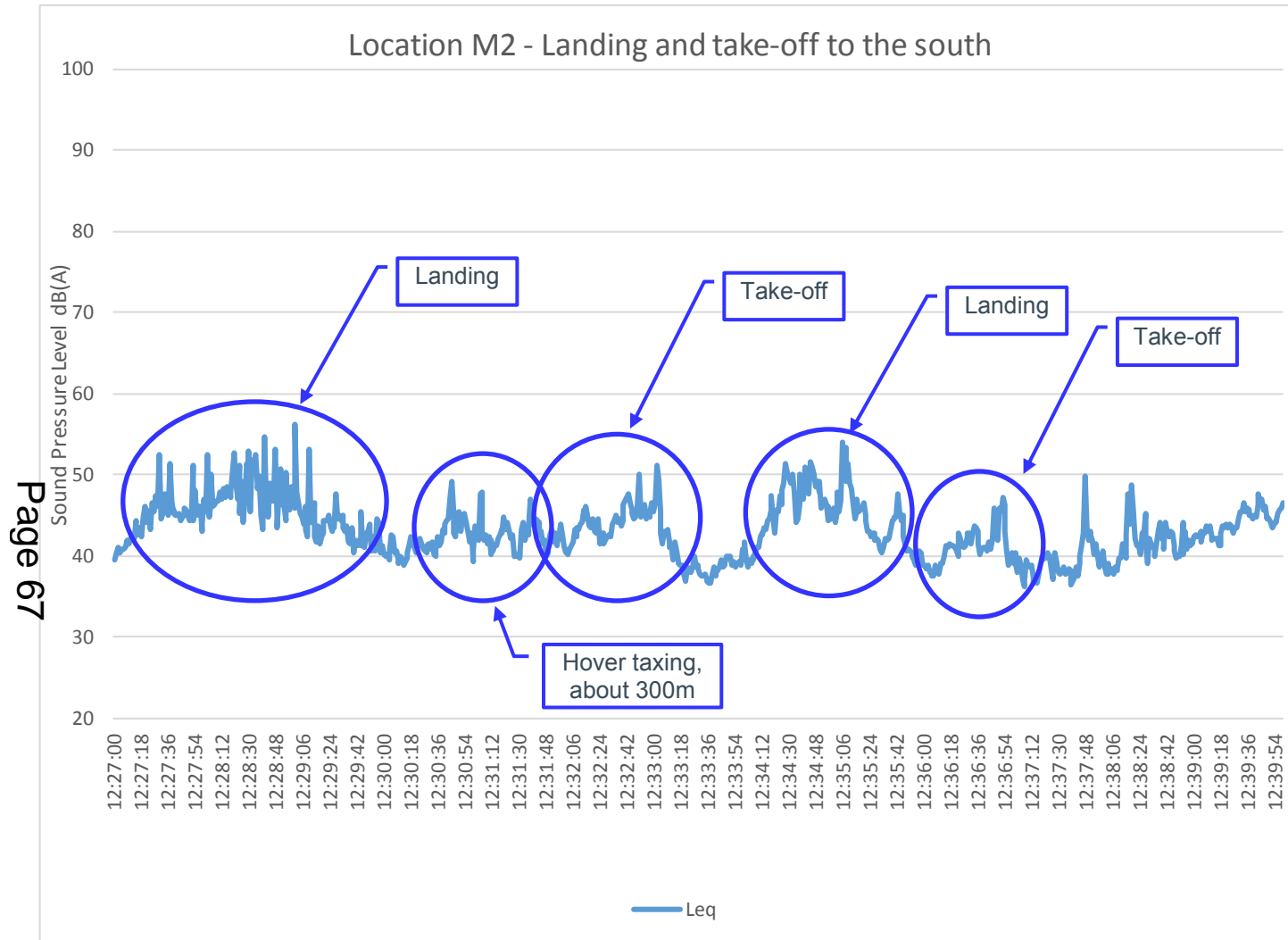
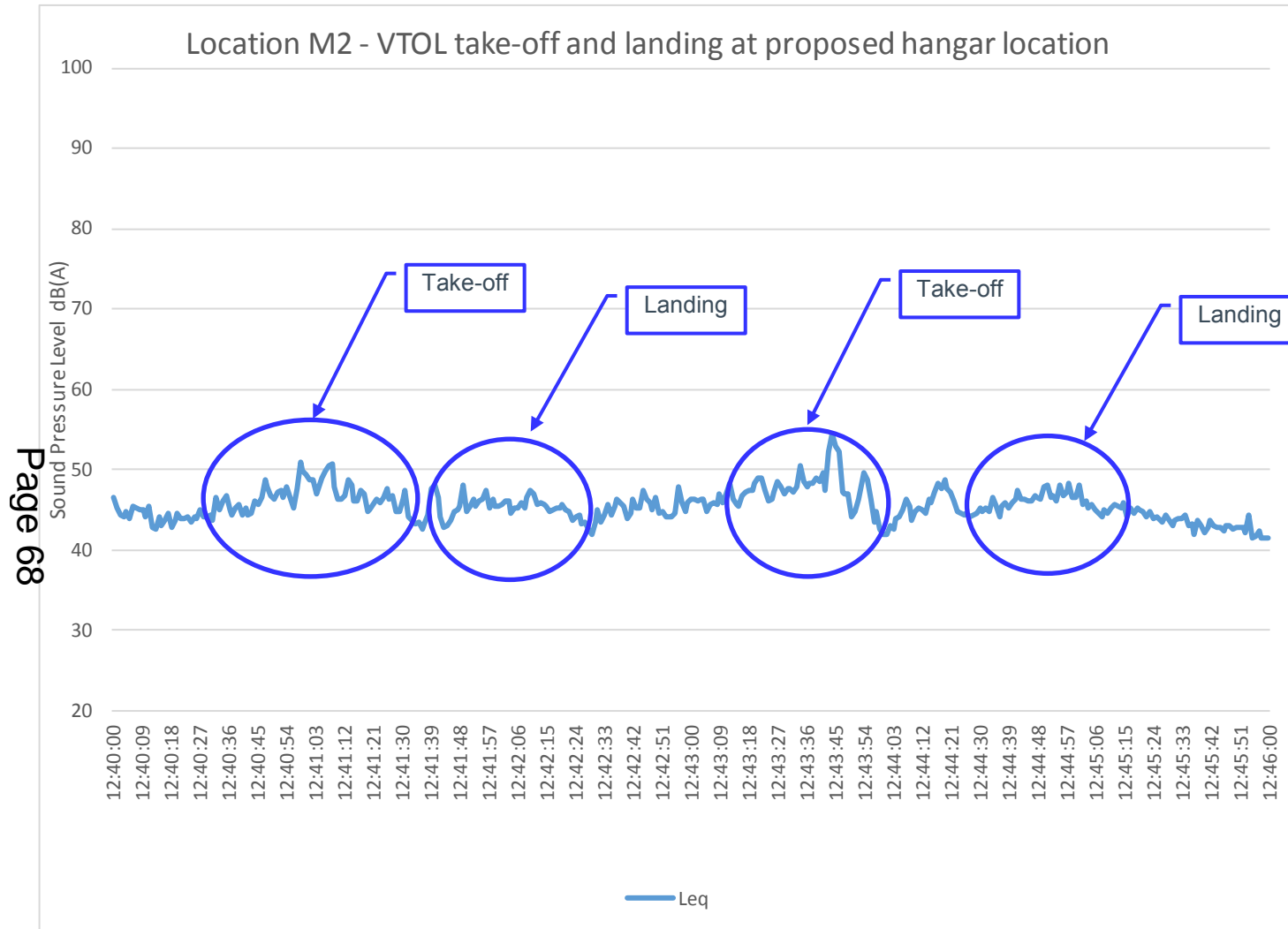
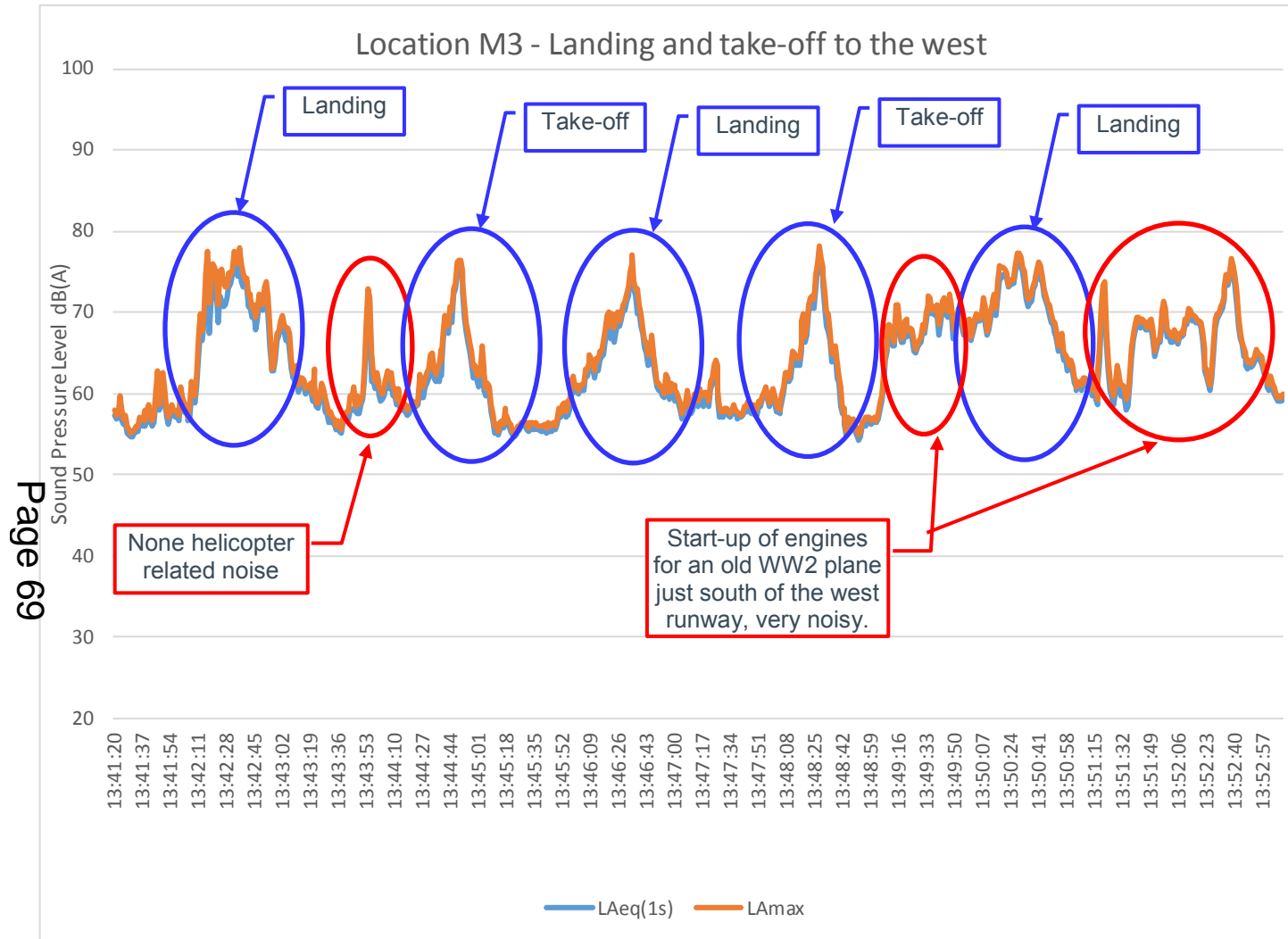


Figure E-4 South Flight Path VTOL profile – M2 Noise Levels



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Figure E-5 West Flight Path “clear area” profile – M3 Noise Levels



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Report to the Cabinet

Report reference: C-012-2017/18
Date of meeting: 7 September 2017



**Epping Forest
District Council**

Portfolio: Leader of Council

Subject: Transformation Programme Monitoring Report – June and July 2017 and the People Strategy.

Responsible Officer: David Bailey (01992 564105).
Paula Maginnis (01992 564536).

Democratic Services: Gary Woodhall (01992 564470).

Recommendations/Decisions Required:

- (1) That the progress of Projects and Programmes for June and July 2017 be noted, alongside planned actions for August 2017;
- (2) That the Cabinet notes the definition of the People Strategy Programme and agrees to proceed to initiate the projects within the programme;
- (3) That, in order to fund the external support for the production of the Council's new Common Operating Model (COM) Cabinet agrees to the allocation of £25,000 from the Transformation Programme prototype fund; and
- (4) That the progress of the Customer Service Programme be noted.

Executive Summary:

Regular highlight reports on the progress of the Transformation Programme are presented to the Cabinet. This is the highlight report for June and July 2017 and covers progress for all chartered projects of Medium and High Risk Potential, as well as key aspects of the Transformation Programme. Overall, progress indicators for 'cost' and 'benefits' were Green for this period. The status indicator for 'time' is reported as Amber to highlight that 2 actions (from a total of 219) was overdue when compared with planned timelines. The status indicator for 'Delivery / outcome / output' is reported as Amber to highlight that 6 projects require progress report updates.

The Programme Definition Document for the People Strategy is presented, which follows workshops with staff, managers and councillors. The programme details a set of projects to ensure the Council meets future challenges and adapts to new ways of working. This programme will change the way the authority is organised, removing current Directorates and creating a new organisational structure, known as the Common Operating Model. Approval is sought to allocate £25,000 from the Transformation Programme prototype fund to produce the proposed Common Operating Model.

The Customer Service Programme has reached a number of key milestones since the Head of Service joined the organisation in November 2016 and implementation began in earnest. A Customer Programme Board has been created, along with a revision of the projects that form

the programme. In particular, the development of the corporate Customer Service Team and activity to promote digital self-service for customers has made good progress.

There are dependencies with other Transformation projects, particularly the Accommodation Review and forthcoming People Strategy, which can provide challenges around capacity in key service areas and timely decision making. Issues with systems infrastructure have impacted on some project timelines but not the delivery of benefits from the overall programme.

Reasons for Proposed Decisions:

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

To agree the objectives of the People Strategy and approve funding to initiate the programme.

To provide Cabinet with an update on the progress of the Customer Service Programme, and highlight any risks or issues.

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.

Cabinet could decide not to progress the People Strategy or to progress the programme but fund it in some other way. If the programme was not to be progressed it would mean foregoing the opportunity to transform the Council's workforce and working practices, so this is not recommended.

Revenue funding could be provided through a supplementary estimate although this is not recommended as sufficient resource exists within the current Transformation Programme prototype budget.

No other options are available. Failure to monitor and review progress of the Customer Service Programme may mean the opportunities for improvement are lost.

Report:

- **Transformation Programme Monitoring Report**

1. This is the June and July 2017 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 covers progress for the 45 chartered 'live' projects with Medium or High Risk Potential, as well as progress on key aspects of the Transformation Programme.

3. The Cabinet is requested to review progress for June and July 2017, 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>
Red	<p>There are significant issues with the project, programme or workstream.</p> <p>The project requires corrective action to meet business objectives. The issue cannot be handled solely by the project manager or project team.</p> <p>One or more aspects of project viability – time, cost, scope – exceed tolerances set by the Transformation Programme Board.</p>	<p>The matter should be escalated to the project sponsor and Transformation Programme Board immediately.</p>
Amber	<p>A problem has a negative effect on project performance but can be dealt with by the project manager or project delivery team.</p> <p>Action is taken to resolve the problem or a decision made to watch the situation.</p> <p>One or more aspect of project viability – time, cost, scope – is at risk. However, the deviation from plan is within tolerances assigned to the project manager.</p>	<p>The Transformation Programme Board should be notified using a progress report or scheduled briefing with the sponsor.</p>
Green	<p>The project is performing to plan.</p> <p>All aspects of project viability are within tolerance. However, the project may be late or forecast to overspend (within tolerance).</p>	<p>No action needed.</p>

5. Overall, progress indicators for ‘cost’ and ‘benefits’ were Green for this period. The status indicator for ‘time’ is reported as Amber to highlight that 2 actions (from a total of 219) was overdue when compared with planned timelines. The status indicator for ‘Delivery / outcome / output’ is reported as Amber to highlight that 6 projects require progress report updates.

6. Project and Programme Managers have actions in place to deal with any potential negative effects. The deviation from plans for the 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.

7. Appendix 1 contains the highlight report for June and July 2017. Any project closures are also noted.

- **People Strategy Programme**

8. The Council needs to continue to provide and improve upon the excellent services it provides, while working towards the goal of financial independence from Government. To do this, ‘where we work’ and ‘how we work’ will need to change. A number of workshops with staff, Leadership Team, Management Board and Councillors explored the impact of these issues for our workforce, resulting in the development of the People Strategy.

9. The People Strategy sets out a programme of projects to ensure the Council’s officer structure and workforce is able to meet future challenges and adapt to new ways of working. The programme will change the way the authority is organised, removing current Directorates and creating a new organisational structure, known as the Common Operating Model (COM).

It will also review roles to ensure they meet the future needs of the Council and that officers focus on working together as 'One Council'.

10. The Customer Service programme is currently reviewing our customer service functions across the organisation whilst bringing them together into a central team. To enable operational staff to concentrate on provision of services to our residents, it is proposed to do the same for administrative functions, bringing them together into a centralised Business Support team. Another part of the programme will consider the number and levels of management as these are brought into the Common Operating Model. Behaviours and accountabilities will be refreshed to ensure consistency across the organisation.

11. The Service Accommodation [reference P160], Customer Service [P001] and People Strategy [P106] programmes set out to ensure the Council has the flexibility and freedom to innovate and respond to change. These programmes will help the Council to maintain its financial strength to meet future challenges and better deliver the local services that our residents need.

12. The Assistant Director – Human Resources and Head of Transformation have approached the Local Government Association (LGA) regarding their Decision Making Accountability tool. The LGA can facilitate a Decision Making Accountability study for £18,750 under a government family procurement framework. This study will bring forward detailed proposals regarding the Common Operating Model that would fit Council requirements. A Project Initiation Document has been prepared for the Transformation Programme Board (30 August 2017). With approval for the award of this contract, work should take place during September and October, with a report to Cabinet scheduled for December 2017.

13. The Programme Definition Document for the People Strategy, including tranche plan, current blueprint and Common Operating Model are presented in the Appendices.

- **Customer Services Programme**

Customer Reception

14. The Council's Reception project has been scoped and preliminary layout plans have been produced to enable costs estimates to be brought to Cabinet. In the interim, the Cabinet has taken the decision to move towards locating its staff base into the new building over a five year period. This is the main thrust of the Accommodation project.

15. The opportunity therefore has been taken to pause the process of seeking final designs pending proposals for the whole building to be brought forward by PwC, currently scheduled to report to the December 2017 Cabinet. This project will include the reception works as an early phase. It should be noted that such a building project would be subject to formal European notice and appointment processes. This will mean (as far as we know currently) that this element will be delayed from its currently agreed timeline of reporting final designs in October 2017.

Corporate Customer Team

16. The first phase of the project brought the Neighbourhoods Contact Centre and Switchboard function together informally to form the foundation of the corporate team. A number of activities have taken place to establish the processes and resources which need to remain in the Neighbourhoods Directorate including;

- Transfer of line management of the two teams to the Head of the Customer Service;

- Relocation of the switchboard function to facilitate cross training, knowledge sharing and informal integration;
- Process mapping of all activity currently undertaken by the Neighbourhoods Contact Centre and analysis of process maps and volume data to establish time and resource required;
- Evaluation of new job descriptions for the corporate customer team; and
- Agreement to transfer Street Naming and Numbering process to IT as part of an initiative to improve mapping software

17. The two teams are now in formal consultation to move staff onto the new job descriptions with appropriate resourcing levels. Performance issues with the Council's telephone system has delayed some activity to integrate telephony functions and enable cross training, and impacted occasionally on the ability of the team to resolve customer enquiries at the first point of contact.

18. Following the retirement of the Council's Complaints' Officer, the Complaints Policy has been updated to reflect current best practice and the role of Complaints Officer has not been re-appointed to embed complaints management into the organisation with oversight provided by the Head of Customer Service.

19. The next phase of the customer team will be confirmed following the completion of the current consultation and implementation period.

Customer Satisfaction and Standards

20. This work moved from the Communications project to join the Customer Service Programme in January 2017 and bring all customer service related activity into one area. An external customer satisfaction survey was commissioned with the final report received in April. The survey highlights that for those questions that can be benchmarked against national polls, EFDC consistently scores higher than average on value for money, trust and the local area being a nice place to live. The survey has also demonstrated that staff are polite, friendly and dedicated to helping our customers but that there is an opportunity to use our website better to provide information and services.

21. A member briefing session to discuss the results of the survey is being scheduled for the autumn after which we will publish the findings to the public via our website.

22. The Customer Service programme will use the results of the recently undertaken Customer Satisfaction survey to prioritise improvements to the website, redesign processes during the development of the corporate team and support the design of new Reception. Now the benchmark has been established, the project will repeat the survey on an annual basis to track the impact of the Transformation programme and the anticipated improvements to customer experience.

Digital and Systems Development

23. This project develops our Customer Relationship Management (CRM) system and online customer self-service tools, seeking to achieve a 'tell us once' approach for receiving and storing customer information and where possible establishing a single view of the customer. This project also supports the development of the Epping Forest District Council website to promote these tools with additional oversight provided by the Website Development Board (now chaired by the Head of Customer Service).

24. To date, the project has introduced or improved a number of customer facing self-

service forms such as Special Collections, Council Tax account management and is prototyping the use of the CRM with the Civic Offices Reception team to manage visits to the building and answer general enquiries. The CRM system will also be used to create a database of FAQs available to both the public and the corporate customer team ensuring that consistent information is provided to members of the public. A set of new design principles for the website has also been agreed which will underpin how the website looks and feels in the future. Work on the beta version of the website will commence shortly.

25. This project is a continually evolving programme which prioritises those journeys that will have the largest impact in terms of volume or improvements to experience for the customer.

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.

As mentioned above, a broad fee indication has been provided of £18,750. However, it is felt prudent to allow a budget of £25,000 to provide a project contingency.

The Transformation Programme currently includes a budget of £80,000 for prototype study. Given that this budget is available to be allocated to cover the study this seems more sensible than further over inflating the programme with a supplementary estimate.

The Customer Service Programme's resource allocation is overseen by the Customer and Transformation Programme Boards and the projects will rely heavily on IT and HR support during various parts of implementation. Capacity issues are closely monitored and escalated to the Board(s) on a regular basis

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.

The Cabinet have previously agreed that the Leader of Council or Cabinet may approve the allocation of funds from the Transformation Programme prototype budget.

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.

A Scrutiny Task & Finish Panel had been set up to gain a full understanding of the purpose and aims of the Transformation Programme, and the costs associated with it.

Workshops on the People Strategy programme were undertaken with a cross-section of staff, as well as Leadership Team, Management Board and the Cabinet. A constructive dialogue

has been maintained with the trades unions and all staff communications undertaken. A staff briefing is scheduled for 18 September 2017.

For the Customer Services Programme extensive consultation has been undertaken with staff before any permanent changes to working practices are implemented.

Background Papers:

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

Report to July 2017 Finance and Performance Management Cabinet Committee (FPM-007-2017/18) showing the relationship of the People Strategy programme [P106] within the context of the draft Corporate Plan 2018-2023.

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.

The use of appropriate external support in constructing the Common Operating Model reduces the risk that the People Strategy may be delayed or may ultimately not be deliverable.

Changing working practices could impact service delivery whilst those changes are implemented. This will be mitigated by prototyping and trialling such changes prior to full scale implementation.

Equality Analysis:

The Equality Act 2010 requires that the Public Sector Equality Duty is actively applied in decision-making. This means that the equality information provided to accompany this report is essential reading for all members involved in the consideration of this report. The equality information is provided at Appendix 1 to the report.

Equality analysis report

Step 1. About the policy, service change or withdrawal

Name of the policy, service or project: <i>be specific</i>	Transformation Programme – June and July 2017 Highlight Report and People Strategy
Revised / new / withdrawal:	New
Intended aims / outcomes/ changes:	That the Cabinet note the progress of Projects and Programmes for June and July 2017, and specifically agrees the definition of the People Strategy
Relationship with other policies / projects:	All
Name of senior manager for the policy / project:	Glen Chipp, Chief Executive
Name of policy / project manager:	David Bailey, Head of Transformation

Step 2. Decide if the policy, service change or withdrawal is equality relevant

Does the policy / project / service process involve, or have consequences for employees or other people? If yes, please state who will be affected. If yes, then the policy / project is equality relevant.	If yes, state which protected groups:
If no, state your reasons for this decision. Go to step 7.	If no, state reasons for your decision:
<i>The majority of Council policies and projects are equality relevant because they affect employees or our communities in some way.</i>	No. Any equalities impact assessment for individual projects or programmes is detailed on the respective reports.

Name and job title of officer completing this analysis:	David Bailey, Head of Transformation
Date of completion:	08.08.2017
Name & job title of responsible officer: (If you have any doubts about the completeness or sufficiency of this equality analysis, advice and support are available from the Performance Improvement Unit)	David Bailey, Head of Transformation
Date of authorisation:	08.08.2017
Date signed copy and electronic copy forwarded to PIU equality@eppingforestdc.gov.uk	08.08.2017

Transformation Programme Highlight Report

<i>Report</i>	<i>Period</i>
18-19	June and July 2017

Approval

<i>Approved for submission to the Cabinet (Sponsoring Group), given by</i>	Cabinet Agenda Planning Group	<i>Date</i>	14.08.2017
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Distribution list

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

Overall transformation programme progress and status

	<i>RAG status</i>			<i>Comment on overall progress and status and recommended actions</i>
	<i>Previous period</i>	<i>June</i>	<i>July</i>	
Time	Amber	Amber	Amber	June: 1 action is overdue out of a total of 106 actions July: 1 action is overdue out of a total of 113 actions
Cost	Green	Green	Green	
Delivery / outcome / output	Amber	Amber	Amber	June: 2 projects require progress report updates July: 4 projects require progress report updates
Benefits	Green	Green	Green	

Accountabilities and information flow: Project closures

<i>Workstream / Project</i>	<i>Progress to report</i>	<i>Actions for next period</i>	<i>Due</i>	<i>Owner</i>
P046 Propman Property Management System	Project closed 21-Jun-2017	N/A	-	Chief Estates Officer
P125 NEPP Off-Street Parking Review	Project closed 05-Jul-2017	N/A	-	Assistant Director, Technical

Highlight: Overdue actions for June and remedial actions

<i>Key Benefit</i>	<i>Actions Overdue</i>	<i>Planned Date</i>	<i>Remedial Actions</i>	<i>Due Date</i>	<i>Owner</i>
Workstream 1 – Customer Experience					
P130 Corporate Online Bookings System					
<ul style="list-style-type: none"> ▪ Improved Customer Experience. ▪ Increased levels of online take up. ▪ Increased levels of online payment. ▪ Increased Simplification of administration. 	Go Live	30-Jun-2017	Project manager to liaise with 2 third parties to finalise the Go Live process	31-Jul-2017	Stephen Bacon, ICT Operations Manager
Workstream 3 – Resources, Accommodation and Technology					
P133 Scanning Residual Hard Copy Records - Communities Directorate					
<ul style="list-style-type: none"> ▪ Office space freed up to meet business needs and objectives of related Transformation Projects ▪ Facilitating the move of Housing Repairs staff from Depot site 	Project has been unable to be progressed due to project manager retiring (Lyndsay Swan, Assistant Director – Housing)	30-Jun-2017	Project be placed on hold until replacement project manager commences employment (Robin Ray, Asst. Director - Private Housing & Communities Support)	1-Sep-2017	Alan Hall, Director of Communities

<i>Key Benefit</i>	<i>Actions Overdue</i>	<i>Planned Date</i>	<i>Remedial Actions</i>	<i>Due Date</i>	<i>Owner</i>
<p>to a new location.</p> <ul style="list-style-type: none"> ▪ Facilitating alterations to the reception area at Civic Offices. ▪ Facilitating mobile working 					
Workstream 4 – Major Projects					
P115 Local Plan Programme					
<ul style="list-style-type: none"> ▪ Number one corporate priority. ▪ Statutory requirement. ▪ Allows the Council and partners to set out the vision of the District for the plan period 2033. ▪ Up to date planning policies to support the vision of the District 	Progress report unavailable due to recent changes to the Local Plan timeline (in agreement with Members and Management Board)	30-Jun-2017	Review of Local Plan timeline (LDS) in progress and due to be formally reported to Cabinet in October 2017	12-Oct-2017	Alison Blom-Cooper, Interim Assistant Director Forward Planning

Highlight: Overdue actions for July and remedial actions

<i>Key Benefit</i>	<i>Actions Overdue</i>	<i>Planned Date</i>	<i>Remedial Actions</i>	<i>Due Date</i>	<i>Owner</i>
Workstream 1 – Customer Experience					
P004a Corporate Communications - External					
<ul style="list-style-type: none"> ▪ Increased customer awareness, recognition and understanding of EFDC services (see definition of customer above) ▪ Improved communications for customers with disabilities and the elderly ▪ Increased staff awareness, recognition and understanding of EFDC services 	<p>Completion of audit and analysis</p> <p>Guidelines approved by Transformation Programme Board</p>	<p>17-July-2017</p> <p>31-July-2017</p>	<p>PMO obtain progress report by oral interview with officer covering department</p>	<p>31-Aug-2017</p>	<p>Tom Carne, PR & Marketing Officer</p>
P139 Pandemic Flu Plan					
<ul style="list-style-type: none"> ▪ Meet the requirements of the Civil Contingencies Act 2004 ▪ Provide assurance to the public, staff, Members and partners that critical services will continue to operate 	<p>Awareness raising programme</p>	<p>31-July-2017</p>	<p>PMO obtain progress report by oral interview with officer covering department</p>	<p>31-Aug-2017</p>	<p>Peter Charman, Emergency Planning Officer</p>

<i>Key Benefit</i>	<i>Actions Overdue</i>	<i>Planned Date</i>	<i>Remedial Actions</i>	<i>Due Date</i>	<i>Owner</i>
Workstream 2 – Business Culture					
P140 District Emergency Control Centre Plan					
<ul style="list-style-type: none"> ▪ Improved response to Civil Emergencies ▪ Meet or exceed statutory/regulatory requirements ▪ Increased preparedness (internal) ▪ Improved staff awareness 	Initial discovery/desktop research/establishment of working group and solution options	14-Jul-2017	PMO obtain progress report by oral interview with officer covering department	31-Aug-2017	Peter Charman, Emergency Planning Officer
	Solution proposals and selection by Management Board	19-Jul-2017			
	Solution development, testing and training	26-Jul-2017			
	Solution implementation	31-Jul-2017			
	Evaluation of project	31-Jul-2017			
Workstream 3 – Resources, Accommodation and Technology					
P141 Business Continuity Plan Template					
<ul style="list-style-type: none"> ▪ Meet the requirements of the Civil Contingencies Act 2004 ▪ Provide assurance to the public, staff, Members and partners that critical services will continue to operate 	Delivery of an agreed template	14-Jul-2017	PMO obtain progress report by oral interview with officer covering department	31-Aug-2017	Peter Charman, Emergency Planning Officer
	Distribute template to all services for completion.	07-Aug-2017			

<i>Key Benefit</i>	<i>Actions Overdue</i>	<i>Planned Date</i>	<i>Remedial Actions</i>	<i>Due Date</i>	<i>Owner</i>
Workstream 4 – Major Projects					
P120 Council Housebuilding Programme					
<ul style="list-style-type: none"> ▪ Increase the opportunity for applicants on the Council's Housing Register to meet their housing need by building properties ▪ Reducing CO2 emissions through energy efficient homes ▪ Reducing energy bills making the properties more affordable ▪ Improving lifestyle for occupants via Lifetime Homes ▪ Reducing anti-social behaviour via repurposing derelict sites 	New Housing Manager due to start at the end of July 2017, Covalent training and updating programme to be completed. Housing Manager did not commence employment	31-Jul-2017	PMO obtain progress report by oral interview with project manager and to gain information on new timeline for a Housing Manager to commence employment	31-Aug-2017	Paul Pledger, Assistant Director - Housing Property

Document control

<i>Version</i>	<i>Date</i>	<i>Status (draft, approved)</i>	<i>Author</i>	<i>Change description</i>
1.0	13.07.2017	June draft	Gareth Nicholas, Senior Project Improvement Officer	Draft and Report
2.0	26.07.2017	Amend	Derek Macnab, Director of Neighbourhoods	Amend
3.0	07.08.2017	July draft	Gareth Nicholas, Senior Project Improvement Officer	Draft and Report
4.0	07.08.2017	June & July draft	David Bailey, Head of Transformation	Combined reports and edit
5.0	08.08.2017	Include people strategy	David Bailey, Head of Transformation Paula Maginnis, Assistant Director – Human Resources	Include People Strategy [P106]

*** End of Report ***

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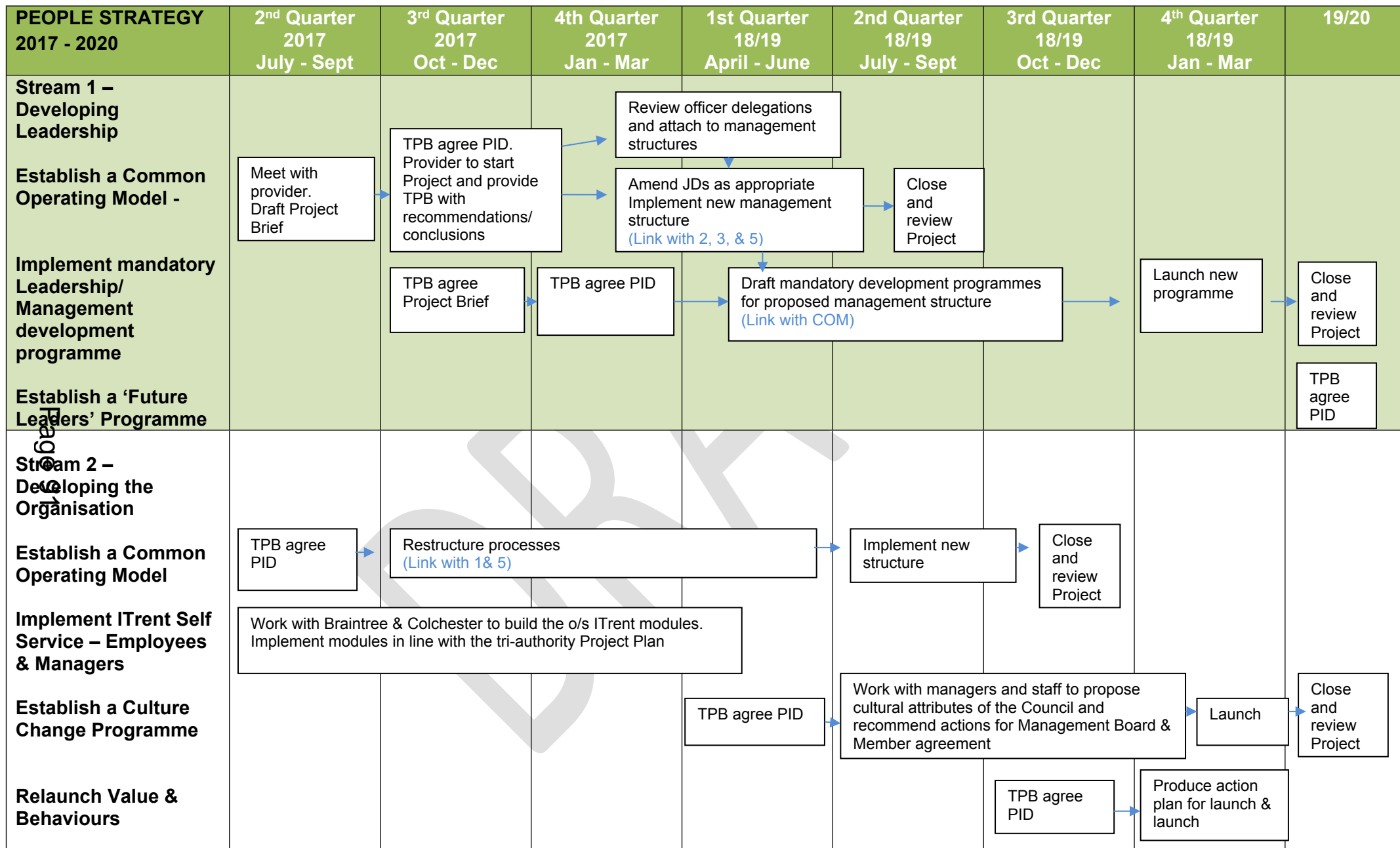
Appendix 1: Outcomes & Benefits

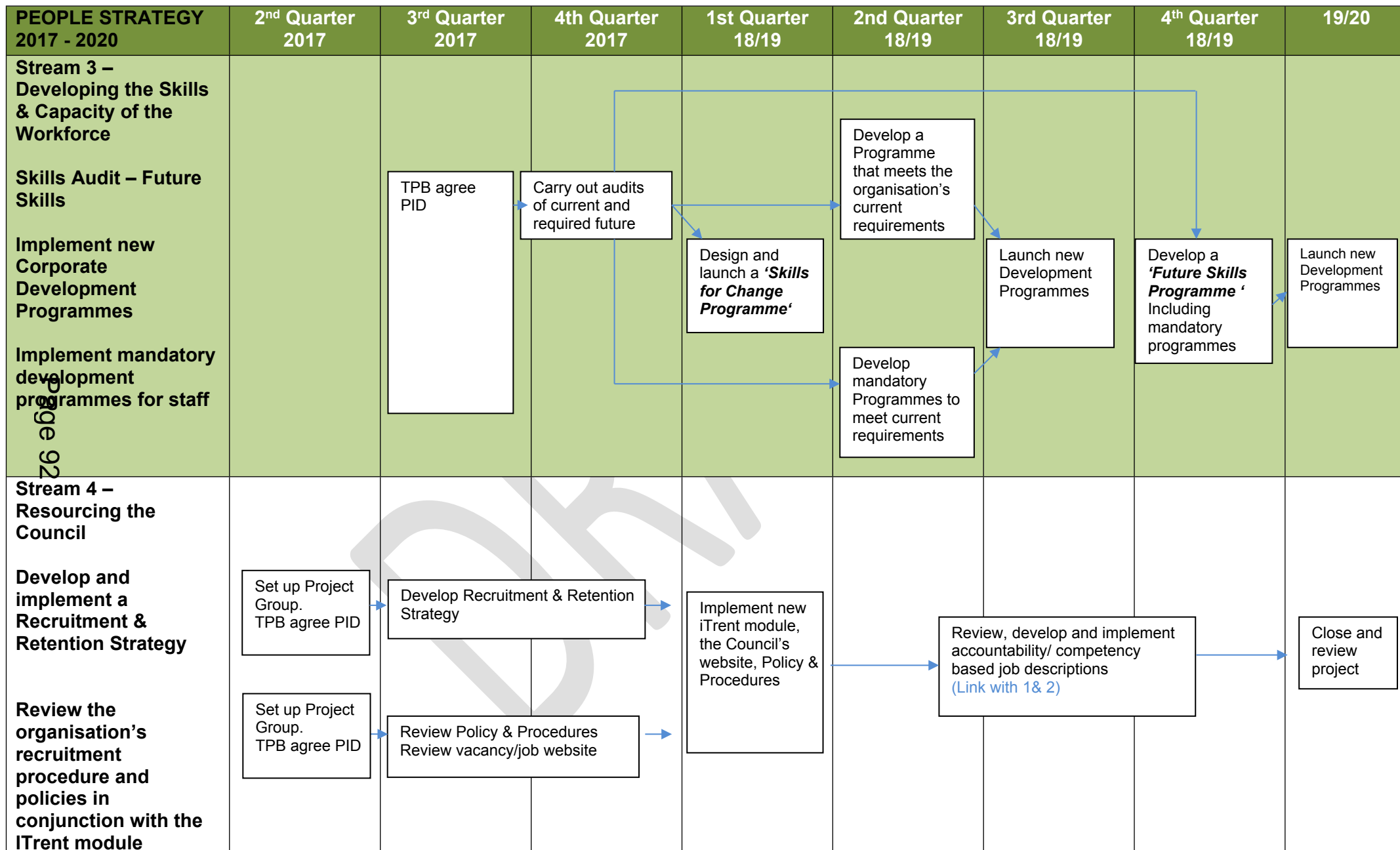
Output	Changes	Outcomes	Benefits	Objectives	Drivers
Stream 1 - Developing Leadership					
Leadership/Management restructure across the organisation	An accountable and flexible management structure to meet the future needs of the organisation and its residents.	Decisions take place at the right level of the Council	Reduced operating costs Reduced time taken to reach decisions for residents and staff	Establish a Common Operating Model	<p>Reduced operating costs</p> <p>A smaller accommodation foot print – 7:10 desk to head ratio</p> <p>Enhancing the skills and flexibility of the workforce</p>
Focussed Leadership and Management Development	A supportive culture Consistent Leadership and Management skills developed and rolled out throughout the organisation	Leaders and managers able to work with ambiguity and deal with future challenges	Improved leadership and management Increased attendance at corporate development events by senior managers	Implement mandatory development programmes for Leaders and Managers	
Development of succession plan methodology	Corporate methodology to identify future leaders	An environment where honest conversations can take place regarding an employee's development/career path. Managers will be able to plan for the future	Increase number of staff identified as future leaders/managers	Establish a 'Future Leaders' Programme	

Output	Changes	Outcomes	Benefits	Objectives	Drivers
Stream 2 - Developing the Organisation					
New Common Operating Model (organisation structure) in place	Simplify the Council's structure	Customer focussed organisation	Reduced workforce to meet accommodation requirements Dis-benefit Reduction in staff morale	Establish a Common Operating Model	Reduced operating costs A smaller accommodation foot print – 7:10 desk to head ratio Enhancing the skills and flexibility of the workforce
All iTrent modules have been implemented	iTrent's full potential is used	Electronic pay and leave processes	Reduced paper based systems Reduction in duplication	Implementation of iTrent Self Service	
Employees work towards the agreed culture	The workforce is able to work flexibly and employees are accountable for their actions.	Staff participate in setting the organisation's culture	Improved awareness of staff of the organisation's culture expectations	Establish a Culture Change Programme	
The workforce promotes the organisation's Values and Behaviours	The workforce is aligned to the Value and Behaviours	Staff work and conduct themselves in line with the Values and Behaviours	Improved awareness of staff of the organisation's Value & Behaviour expectations	Relaunch the organisation's Values & Behaviours	
Stream 3 - Developing Skills & Capacity of the Workforce					
Development of a simple audit & data recording system Develop iTrent module	Introduction of new recording system	A map of what skills we have, what skills will be required, where in the organisation	Increased understanding of the future skills requirements for the future	Carry out a 'Future Skills' Audit	Reduced operating costs A smaller accommodation foot print – 7:10 desk to head ratio

Output	Changes	Outcomes	Benefits	Objectives	Drivers
A skilled and flexible workforce able to deal with future challenges	More staff attending relevant training	A flexible workforce	Increased number of staff attending training	Implement new corporate development programme	Enhancing the skills and flexibility of the workforce
Skilled workforce	Staff attending relevant training	A focussed development programme for different categories of employees are established	Improved relevant skills across the Council	Implement mandatory development Programmes for different categories of staff	
Stream 4 - Resourcing the Organisation					
A Recruitment and Retention Strategy is developed and implemented	Recruitment takes place in accordance with the organisation's Strategy – hiring managers are aware of what the Council wants to achieve	A flexible workforce able to meet customer expectations and future challenges	Increased profile of the organisation in the job market place Improved focus on the 'type' of candidate the organisation wishes to appoint.	Develop and implement a Recruitment Strategy	Reduced operating costs A smaller accommodation foot print – 7:10 desk to head ratio Enhancing the skills and flexibility of the workforce
The organisation's Safer Recruitment Policy is updated	Well trained recruitment panels	iTrent is fully utilised to automate a number of processes Policy and procedures enable hiring managers to recruit the best available candidates	Reduced time taken to appoint Increased use of automated processes Improved recruitment decisions	Review the organisation's recruitment procedures & policies	

Output	Changes	Outcomes	Benefits	Objectives	Drivers
The organisation continues to provide a robust Apprenticeship Scheme	The organisation is able to attract sufficient number of external and internal candidates.	Over time the organisation Council will have a better balance of employees by age profile. The organisation uses the apprenticeship to upskill existing staff	Improved balance of the workforce by age Increased number of internal apprenticeship placements	Ensure the organisation meets its statutory duties by appointing a range of apprentices	
Stream 5 - Pay & Benefits					
A revised Job Evaluation scheme with associate procedures	A different JE approach is adopted	A new system that reflects future needs	Reduced time spent on JE	Review of JE policies & procedures	Reduced operating costs Enhancing the skills and flexibility of the workforce
A revised pay model that enables the organisation to recruit and retain a skilled workforce	A different approach to the organisation's pay model is adopted	Competitive salary structure A reduced pay bill	Dis-benefit; A reduced staff morale or staff satisfaction	Review of pay model	
Revised Collective Agreements that enable the organisation to recruit and retain a skilled workforce	A fundamental review of the organisation's terms and conditions take place	Reduced operating costs	Dis-benefit Reduced staff morale or staff satisfaction	Review of Collective Agreements & Terms & Conditions	





PEOPLE STRATEGY 2017 - 20120	2 nd Quarter 2017	3 rd Quarter 2017	4 th Quarter 2017	1 st Quarter 18/19	2 nd Quarter 18/19	3 rd Quarter 18/19	4 th Quarter 18/19	19/20	
<p>Ensure the organisation meets its public sector duty by appointing a range of apprentices including higher and internal</p>	<p>Recruit Cohort 3 apprentices</p> <p>Recruit national graduate – LGA Scheme</p> <p>Recruit Change 100 student</p>		<p>Identify and appoint internal apprentices</p>	<p>Recruit 2 higher apprentices</p>	<p>Recruit Cohort 4 apprentices</p> <p>Recruit Change 100 student</p>		<p>Identify and appoint internal apprentices</p>	<p>Recruit Cohort 5 apprentices</p> <p>Recruit national graduate – LGA Scheme</p> <p>Recruit Change 100 student</p>	
<p>Stream 5 – Pay & Benefits</p> <p>Fundamental review of the organisation’s JE Scheme, Policy and Procedures</p> <p>Fundamental review of the organisation’s pay model</p> <p>Fundamental review of the organisation’s Collective Agreements and terms and conditions</p>		<p>Set up Project Group. TPB agree PID</p>	<p>Develop new JE scheme/process, Pay Line and review Collective Agreements/terms and conditions. Management Board and members agree new policies and processes</p> <p>Consult and negotiate with Trade Unions</p> <p>Consult/inform staff as required</p>						<p>Close and review project</p>

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Appendix 3: Current Blueprint

1. Workforce

The authority has 646 employees, including 37 casual staff on zero-hours contracts (527.11 Full-Time Equivalence or FTE, April 2017). These figures do not include vacancies.

Our staff are based from the following buildings.

Building	Zero hrs	Number	FTE
Civic Offices, Epping	12	446	385.86
Epping Depot, Epping		52	49.56
Hemnal Street, Epping	17	21	12.67
Homefield House, Epping	-	-	-
North Weald Airfield	6	9	8.00
Oakwood Hill Depot, Loughton		34	33.20
Parsonage Court, Loughton	1	-	-
Broadway Office, Loughton		21	16.61
District Museum, Waltham Abbey	1	17	14.54
Norway House, North Weald Bassett	-	5	4.45
Townmead Depot, Waltham Abbey	-	-	-
Pryles Lane Nursery, Loughton	-	-	-
Limes Centre, Chigwell	-	4	2.22
Total	37	609	527.11

2. Civic Office Desk Count

A desk was defined as a workstation with office chair, telephone and PC. This figure includes desks used by customers. The space measured (in square meters) was for areas used as office accommodation, so for example rooms solely used for file storage were ignored.

Building	Desk count	Space m ²	m ² / desk	% of total desks
Extension	56	430.0	7.68	11.09
Conder Building	202	1,470.9	7.28	40.00
Civic House	32	203.0	6.34	6.34
Bridge	15	143.0	9.53	2.97
New Building	200	1,595.0	7.98	39.60
Total	505	3,841.9	7.61	100.00
Gross area		6,987.0		

Further study being undertaken.

3. Desk Usage

Descriptor	Count	Notes	Average occupancy: 60%
Officer desks	465	Officer desks are used by officers	
+Tables	60	Inc. public facing desks and training desks	
Average desk occupancy	278	Over 9 samples	
Max. desk occupancy	352		
Min. desk occupancy	210		
Civic staff headcount	410	From HR database	
Vacancy factor (10%)	41	Estimate from HR	
FTE (87%)	392	Estimate from HR database	

4. Employee Travel

Research (below) completed by Essex County Council indicated how employees regularly travel to work (2015).

159 staff from EFDC responded to the survey.

This survey, alongside an earlier survey in 2014, show that the majority of our staff travel to work from areas surrounding the main road network of A406 North Circular, M25 London Orbital Motorway, M11 Motorway and A414 or live in or around Epping. However, a number of staff travel to work from considerably further afield including Stevenage, Bishop's Stortford, Braintree, Chelmsford, Basildon, Southend, Greater London and St Albans.

Mode of transport to work	Respondents	%	Civic Office estimate
Driving alone	107	66.9	274
Car sharing	22	13.9	57
Walking	14	9.3	38
Bus	8	4.6	19
Train and tube	5	3.3	13
Motorbike and moped	3	2.0	8
Total	159	100	409

Initial discovery shows that 16 of the 18 staff based at Hemnall Street (as opposed to the museums) travel to work by car and park at Hemnall Street.

5. Leadership and Management

Summary of Management Figures - As a total of the Workforce As at April 2017

	Management Head Count	Management FTE	Mgt Board	G10 – G12 FTE	G7 – G9 FTE	G5 – G6 FTE
Chief Executive	6	6	1	2	1	2
Communities	57	55	1	12	34.59	7.41
Governance	24	23.34	1	11.34	9	2
Neighbourhoods	28	27.46	1	8	17.67	1
Resources	39	38.5	1	15	19.5	3
Totals	154	150.3	5	48.34	81.76	15.41
(% of the total workforce)		25%	1%	8%	14%	2.6%

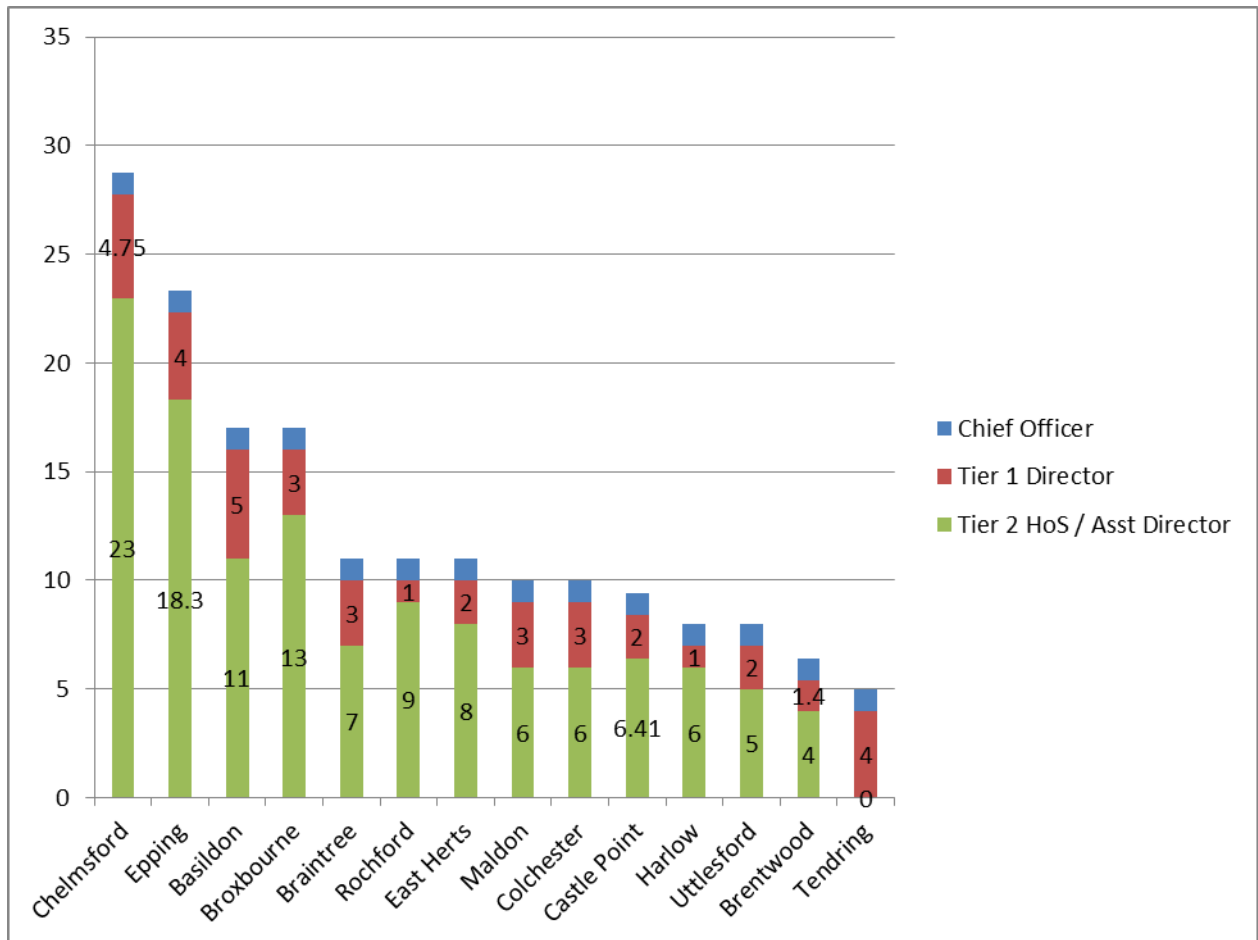
Notes

FTE is the establishment figure for the post and does not include any personal reduction in hours
Directorate figures based on an average

Summary of Directorate Management Figures As at April 2017

	Average FTE	% Over G12	% G10 – G12	% G7 – G9	% G5 – G6	% of management for each Directorate
Chief Executive	23	4.3%	8%	4%	8.7%	26%
Communities	205	0.5%	5.9%	16.9%	3.6%	27%
Governance	88	1%	13%	10%	2.3%	26.5%
Neighbourhoods	129	0.8%	6.2%	13.7%	0.8%	21.3%
Resources	141	0.7%	10.6%	14%	2%	26.5%

6. Management Structure for Neighbouring Local Authorities



Information for the above graph has taken from published account information which does not include lower management tiers.

7. Blueprint Summary

By the end of the programme, the new, key features of the organisation will be:

Processes:

This is the overview of what the business must be doing to support its purpose and meet the needs of its customers. There will probably be a combination of new and amended business processes and associated business products. Significant service performance requirements should also be defined. (e.g. throughput, response times, capacity, resilience).

- New Job Evaluation scheme, linked with new Common Operating Model.
- New pay model, linked with new Common Operating Model.
- New Collective Agreements and Terms & Conditions of employment.
- New leadership and management training programme.
- New future leader's development programme.
- New staff training programme to equip staff with future skill requirements.
- Robust Apprenticeship scheme.
- New recruitment strategy, policy and procedure, based on selection by competency.

- Reduced customer processes, as delivered by the Customer Service Programme [P001].
- New enhanced scheme of delegation for officers, based on job family and tier.
- Refreshed and promoted Corporate Values and Behaviours.

Organisation:

What will the shape of the organisation be after reorganisation? This may include new/amended elements of the business management structure, culture, functions, roles, locations, teams, stakeholders, customers, suppliers, partners etc. Any significant changes to behaviours and culture should be identified.

- New Common Operating Model designed around the needs of the customer: Centralised teams for customer service and business support (including ICT). The other aspects of the COM are technical / specialist and management & leadership functions.
- New, leaner management structure with increased spans of control.
- Staff and managers will be based in new locations, both within and beyond their current office bases.
- Leaner workforce, with a more balanced age profile.
- Cultural change: Flexible and mobile working, alongside desk sharing will become the norm.

Information:

The data and information that the organisation will require in order to deliver products and services to its customers.

- Updates to service locations when they change [P160].
- How customers access or contact services [P001].
- Clear sign posting and communications for customers [P001] and staff [P160].
- Workforce and payroll data [P014].

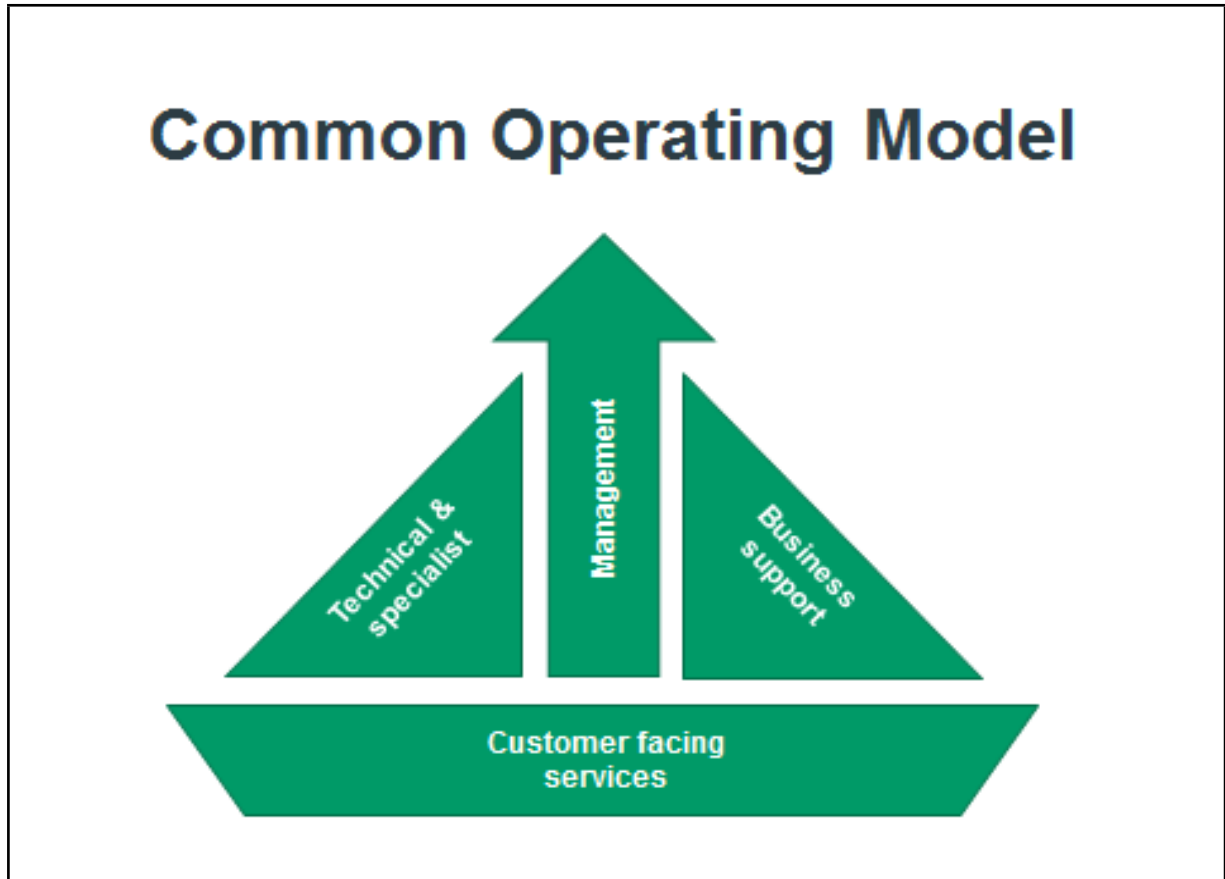
Technology, tools, equipment, facilities:

Overview of new/modified accommodation, infrastructure, IT, web facilities, call centre, help desk equipment, etc.

- New office accommodation, as delivered by the Service Accommodation Programme [P160].
- New office infrastructure including ICT, as delivered by the ICT Strategy Programme [P109].
- Common standard for staff computers and telephony – in support of mobile and flexible working – to be established through the ICT Strategy Programme [P109].
- iTrent HR system [P14].

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The proposed new Common Operating Model is given in the diagram below.



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Programme Definition Document (PDD)

<i>Programme</i>	People Strategy (P106)
<i>Manager</i>	Paula Maginnis, Assistant Director – Human Resources
<i>Sponsor</i>	Glen Chipp, Chief Executive
<i>Corporate Plan link</i>	Aim 3.b. Modernising Council Operations

Purpose: This document is a summary of the definition of the programme, in terms of why it is needed, what it must achieve, its governance arrangements and how it will be managed.

It will be used to inform the Transformation Programme Board’s decision whether or not the programme should be established.

1. Purpose and objectives

The Corporate Plan 2015-2020 identifies the overall aim for the programme:
 Aim 3 - To ensure that the Council adopts a modern approach to the delivery of its services and that they are efficient, effective and fit for purpose.

The objective of the People Strategy and work programme is to put interventions in place in order that the Council achieves its strategic goals, is able to meet future challenges, improve customer services and adapt to new ways of working.

2. Justification and business context

Public services are going through major changes in response to a range of issues including budgetary cuts, increased localisation, greater demands for service user engagement and control, increased public expectations and a mixed economy of service provision. Therefore, Councils of today have little in common with the big, hierarchical organisations of the past. They are now collaborators and place leaders, a mix of commissioning, commercial and cooperative councils

The Council want to reduce spending and increase income generation to keep Council Tax low and protect front line services.

In this context, it is essential that the Council considers what skills and attributes are required in its workforce along with appropriate structures, roles, leadership, culture and policies and processes to enable the Council to face the ongoing challenges and provide local services to the best of our abilities.

In addition, the Council will reduce its building footprint as part of the Corporate Plan aim to decrease costs. Staff will need to work flexibly, deal with ambiguity but continue to provide excellent customer service. The Council will be implementing a 7:10 desk:head ratio which will require the workforce to work in a different way. It is expected there will be smaller numbers of management and workforce.

3. Vision statement

The Council wants to have a workforce that is dynamic and flexible, able to cross boundaries, work collaboratively combining the ethos of public service with an understanding of commerciality. Our recruitment, pay and benefit package will attract, engage and retain the workforce needed for the future Council.

4. Success criteria

See appendix 1.

5. Outcomes and benefits

See appendix 1.

The detailed success criteria and benefit measures for the programme will be developed through the individual projects. These will be agreed through the Transformation Programme Board, through revisions to the Programme Definition Document (PDD) and the individual Project Initiation Documents (PIDs). However, overall anticipated principal financial and non-financial benefits are given below.

6. Principal financial benefits

The programme aims to achieve the following measurable benefits.

	<i>Benefit description</i>	<i>Current value</i>	<i>Target value</i>	<i>Timing</i>	<i>Cashable savings</i>	<i>Non-cashable value</i>	<i>Benefit owner</i>
B1.01	Reduced operational costs	£tbc	£tbc	Apr 2020	£tbc	-	Director of Resources

7. Principal non-financial benefits

The programme aims to achieve the following benefits which are non-financial.

	<i>Benefit description</i>	<i>Current value</i>	<i>Target value</i>	<i>Timing</i>	<i>Benefit owner</i>
B2.01	Reduced accommodation footprint – 7:10 desk to head ratio	10.5:10	7:10	Apr 2020	Director of Resources
B2.02	Increased customer satisfaction	TBC	TBC	Apr 2020	Assistant Director – Customer Services

8. Principal dis-benefits

The programme may have the following negative results.

	<i>Dis-benefit description</i>	<i>Current value</i>	<i>Target value</i>	<i>Timing</i>	<i>Dis-benefit owner</i>
B3.01	Reduced staff morale or satisfaction	TBC	TBC	Apr 2020	Assistant Director - HR

9. Blueprint summary

Streams

Stream 1 – Developing Our Leadership Capacity

Aims

- a. The Council will have a smaller and consistent management structure across the Council which will have clear accountabilities, who are well trained, highly motivated and able to work with ambiguity and constant change.
- b. The Council will implement a succession plan scheme.

Projects

- (i) Establish a Common Operating Module
- (ii) Implement a mandatory training programme for leaders and managers
- (iii) Design a programme that identifies future leaders

Phase 1 - 2nd – 3rd Quarters 2017

Meet with a provider, draft a project brief for TPB agreement for Project (i)
Produce PID for Project (i) for TPB agreement
Start project work. Provider to make recommendations for TPB to consider.

Phase 2 - 4th Quarter 2017

Produce PID for Project (ii) for TPB agreement

Phase 3 1st – 2nd Quarters 2018

Review officer delegations and match to new structure
Produce corporate JDs/PS for agreement
Draft mandatory programme(s) for proposed management structures

Phase 4 3rd – 4th Quarters 2018

Prototype new management structure and amend JDs for any new recruitment.
Launch mandatory training programmes

Phase 5 1st Quarter 2019

Close and review projects (i) and (ii)
Produce PID for Project (iii) for TPB agreement

Stream 2 – Developing the Organisation

Aim

The Council will have a robust structure with a smaller workforce and successful approach to managing performance and projects, partnership working and contract management and the delivery of customer focussed services.

Projects

- (i) Establish a Common Operation Model to reflect a customer centric approach
- (ii) Implement the full range of ITrent Self Service capabilities
- (iii) Develop a Culture Change Programme
- (iv) Relaunch the organisation's Values and Behaviours

Phase 1- 2nd – 4th Quarters 2017

Produce PID for Project (i) for TPB agreement
Start restructure processes
Work with Braintree and Colchester to implement Phase 3 of ITrent implementation

Phase 2 – 1st Quarter 2018

Produce PID for Project (iii) for TPB agreement

Phase 3 - 2nd Quarter 2018

Staff participation groups regarding the Council's culture

Phase 4 – 3rd – 4th Quarters 2018

Produce PID for Projects (iv) for TPB agreement
Start to implement the new structure
Produce a plan of actions to relaunch the Council's Values & Behaviours

Stream 3 – Developing the Skills & Capacity of the Workforce

Aim

The Council will ensure our employees have the skills and competencies to adopt new ways of working, also to be dynamic and flexible with the ability to cross internal and external boundaries to work collaboratively.

Projects

- (i) Carry out a skills/future skills audit
- (ii) Implement new corporate development programme – Skills for Change Programme
- (iii) Implement mandatory development programmes

Phase 1- 3rd Quarter 2017

Produce PID for Project (i - iii) for TPB agreement

Phase 2 – 4th Quarter 2017

Carry out audits

Phase 3 – 1st Quarter 2018

Analyse skills information, design and launch ‘Skills for Change Programme’

Phase 4 – 2nd – 3rd Quarters 2018

Design and launch corporate and mandatory programmes

Phase 5 – 4th – 1st Quarters 2018/19

Design and launch ‘Skills for the Future Programme’

Work Stream 4 – Resourcing the Organisation

Aim

The Council will ensure our recruitment processes and documentation places no barriers for the appointment of well-trained/qualified, customer focussed candidates as efficiently as possible.

The Apprentice Levy will be used to develop our existing employees and attract, appoint and retain excellent apprentices to meet our public duties.

Projects

- (i) Develop a Recruitment and Retention Strategy
- (ii) Undertake a fundamental review of our policies and procedures in conjunction with the development of ITrent
- (iii) Appointment and development of external and internal apprentices

Phase 1 – 2nd Quarter 2017

Produce PID for Projects (i) and (ii) for TPB agreement
Set up a Project Group for Projects (i) and (ii)

Recruit Cohort 3 apprentices, a LGA national graduate and a Change 100 placement

Phase 2 – 3rd – 4th Quarters 2017

Develop Recruitment and Retention Strategy and review policies and procedures, making recommendations to Management Board.
Identify and appoint internal apprentices

Phase 3 – 1st – 2nd Quarters 2018

Implement the iTrent module along with new website, policies and procedures
Appoint 2 higher apprentices
Recruit Cohort 4 apprentices and a Change 100 placement
Establish competency based job descriptions

Phase 4 – 3rd – 4th Quarters 2018

Develop accountability/competency based job descriptions
Appoint internal apprentices

Phase 5 – 2019/20

Recruit Cohort 5, a national graduate, a Change 100 placement

Stream 5 – Pay and Benefits

Aim

The Council aims to ensure our salaries, benefits and terms and conditions are competitive so that we are able to attract and retain a skilled, customer focussed and flexible workforce.

Projects

- (i) Fundamental review of the Council's Job Evaluation Scheme
- (ii) Fundamental review of the Council's pay model
- (iii) Fundamental review of the Council's terms and conditions

Phase 1 – 3rd Quarter 2017

Produce PID for all Projects for TPB agreement

Phase 2 – 4th Quarter 2017 – 4th Quarter 2018

Develop new systems, pay line(s) review terms and conditions
Carryout consultation with the Trade Unions
Consult and inform staff as required

Phase 3 – 2019/20

Review and close project

10. Scope of change and exclusions

Outside the scope of the programme, although interdependent or closely connected are:

- Service Accommodation Programme [P160];
- Customer Service Programme [P001] – including P145 Customer Reception;
- ICT Strategy Programme [P109], to enable and support flexible and mobile working;
- Local Plan Programme [P115];
- Council Housebuilding Programme [P120];
- Post, Correspondence and Document Management [P043];
- Reprographics Service Review [P050] – shared reprographics service; and
- Shared Services [P108].

11. Programme management organisation, roles and responsibilities

For individual projects, their management is outlined in individual Project Initiation Documents.

The programme will be steered by the programme team, with support from subject matter experts on an ‘as and when’ basis, including ICT, HR, FM and Accountancy.

<i>Role</i>	<i>Name</i>	<i>Responsibilities</i>
Chief Executive	Glen Chipp	Programme Sponsor
Assistant Director – HR	Paula Maginnis	Programme Manager
Head of Transformation	David Bailey	Transformation Programme Link
Director of Resources	Bob Palmer	Programme Benefits Manager
HR Operations Manager	Wendy Stump	Project Manager
Learning & Development Manager	Julie Dixon	Project Manager
Others	To be confirmed through the PID process	Project Sponsors, Links or Managers

12. Governance arrangements

In line with the standard arrangements for the Transformation Programme, including:

- Transformation Programme Board and Programme Management Office;
- Risk Management Strategy;
- Communications Management Strategy;
- Benefits Management Strategy; and
- Quality Management Strategy.

Research used:

1. Nedham, C & Mangan, C (2014). The 21st Century Public Servant. Birmingham: University of Birmingham. <https://21stcenturypublicservant.files.wordpress.com/2014/21-century-report-281014.pdf>
2. Terry, L & Mansfield, C (2016). Outside the Box. The Council Workforce of Tomorrow. New Local Government Network (NLGN)
3. Solace (2013). Asking the right questions: The need for transformational and new contextual leadership skills for local authority Chief Executives
4. University of Birmingham Policy Commission (2011). 'When tomorrow comes': the future of local public services. Birmingham: University of Birmingham

13. Programme plan and tranche structure

See Appendix 2 - Tranche Plan.

14. Assumptions

Assumption that the localism agenda will not lead to significant changes to the authority's Common Operating Model in the medium term (next 10 years).

15. Capability

In general the programme will be managed within existing capacity and capability, however, specific capabilities may be in-sourced from outside the authority on a fixed-term basis.

The PMO will support the programme and provide key capabilities and capacity to key projects and deliverables. Training will be given to the officers acting as Project Managers and Project Sponsors.

16. Summary of key risks and issues

- HR capacity – HR is resourced to deal with business as usual. This work programme includes significant levels of work which could result in time slippage and/or not achieving the programme objects if not resourced adequately.
- Key staff leaving
- Issues with ITrent
- Accommodation Review
- Member decisions
- Employee relation issues/low staff morale
- Reduction in customer satisfaction

17. Programme approval			
<i>Role</i>	<i>Name / signature</i>	<i>Date</i>	<i>Version</i>
Programme sponsor	Glen Chipp		
Programme manager	Paula Maginnis		

18. Version control			
<i>Version</i>	<i>Date</i>	<i>Author</i>	<i>Nature of / reason for change</i>
5	18.06.2017	Paula Maginnis	Draft
6	21.07.2017	Paula Maginnis	Draft

19. Distribution			
<i>Role</i>	<i>Name</i>	<i>Date</i>	<i>Version</i>
Stakeholders	Joint Cabinet/ Management Board	20.07.2017	5
Stakeholders	Leadership Team	27.07.2017	6

Epping Forest District Council

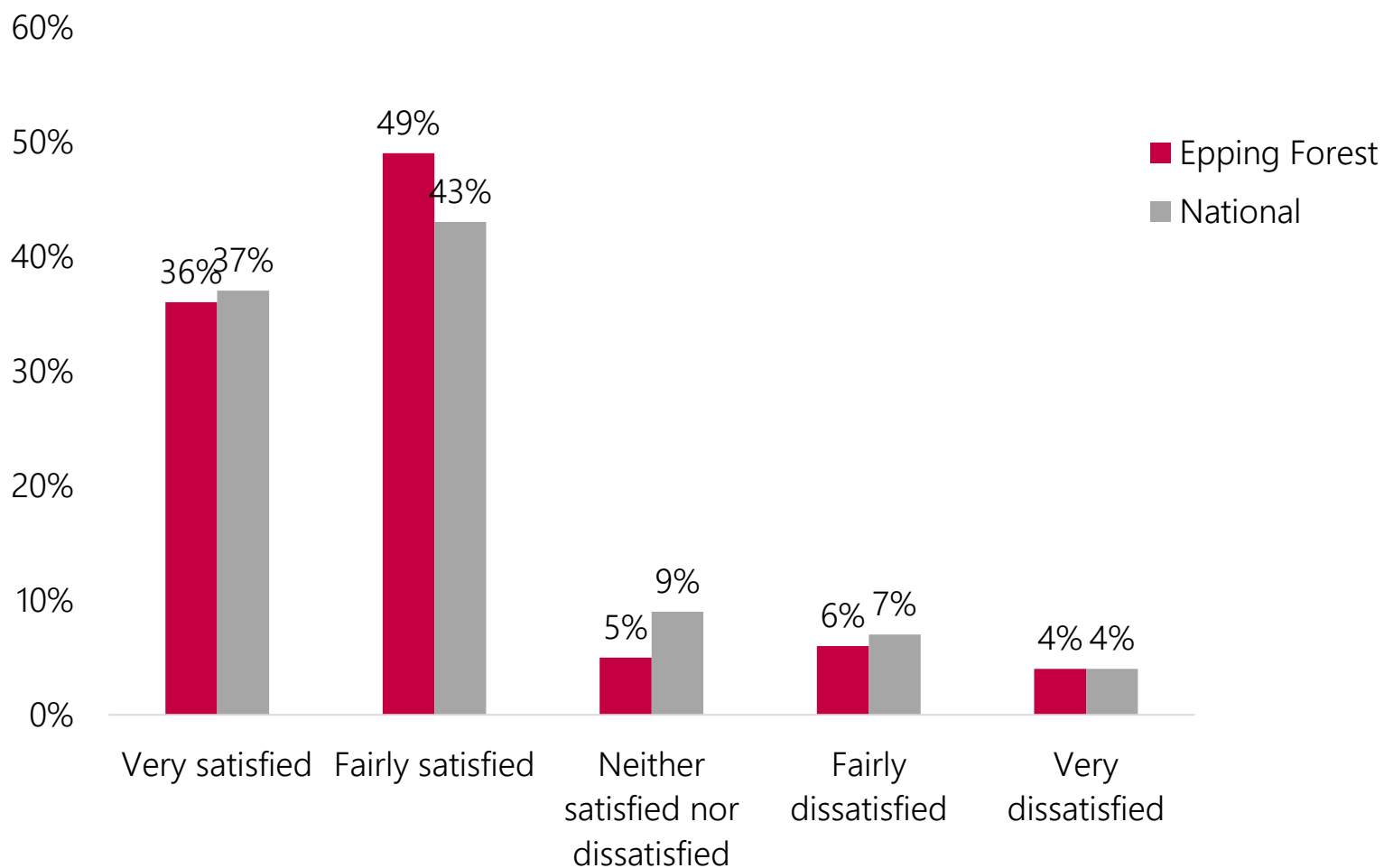
Customer Service Experience survey
Spring 2017

LG INFORM: MEASURING SATISFACTION

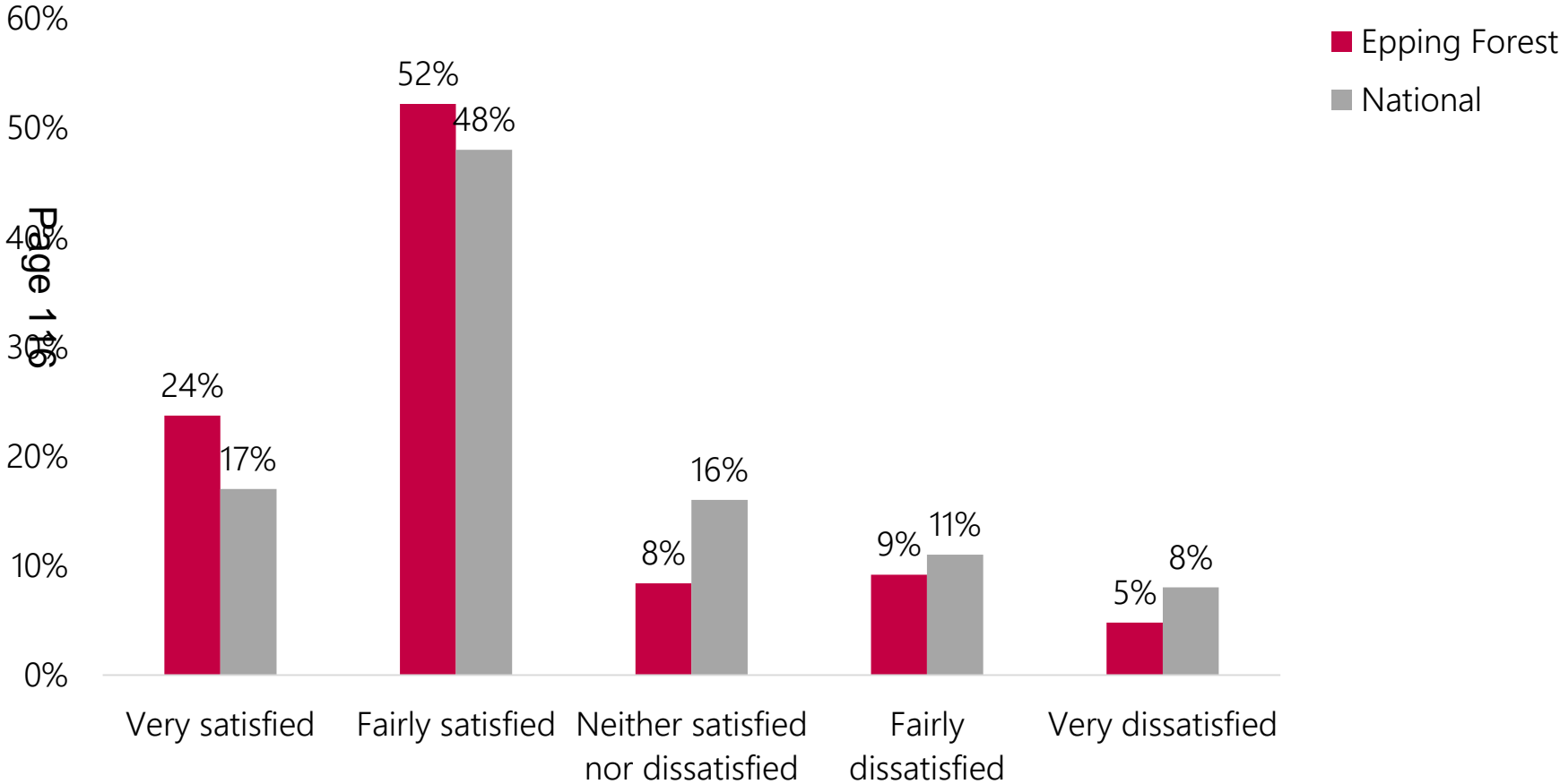
Page 114

- Standard questions used by the LGA to benchmark performance
- On all four questions asked, EFDC scored higher than in the most recent national poll (February 2017)

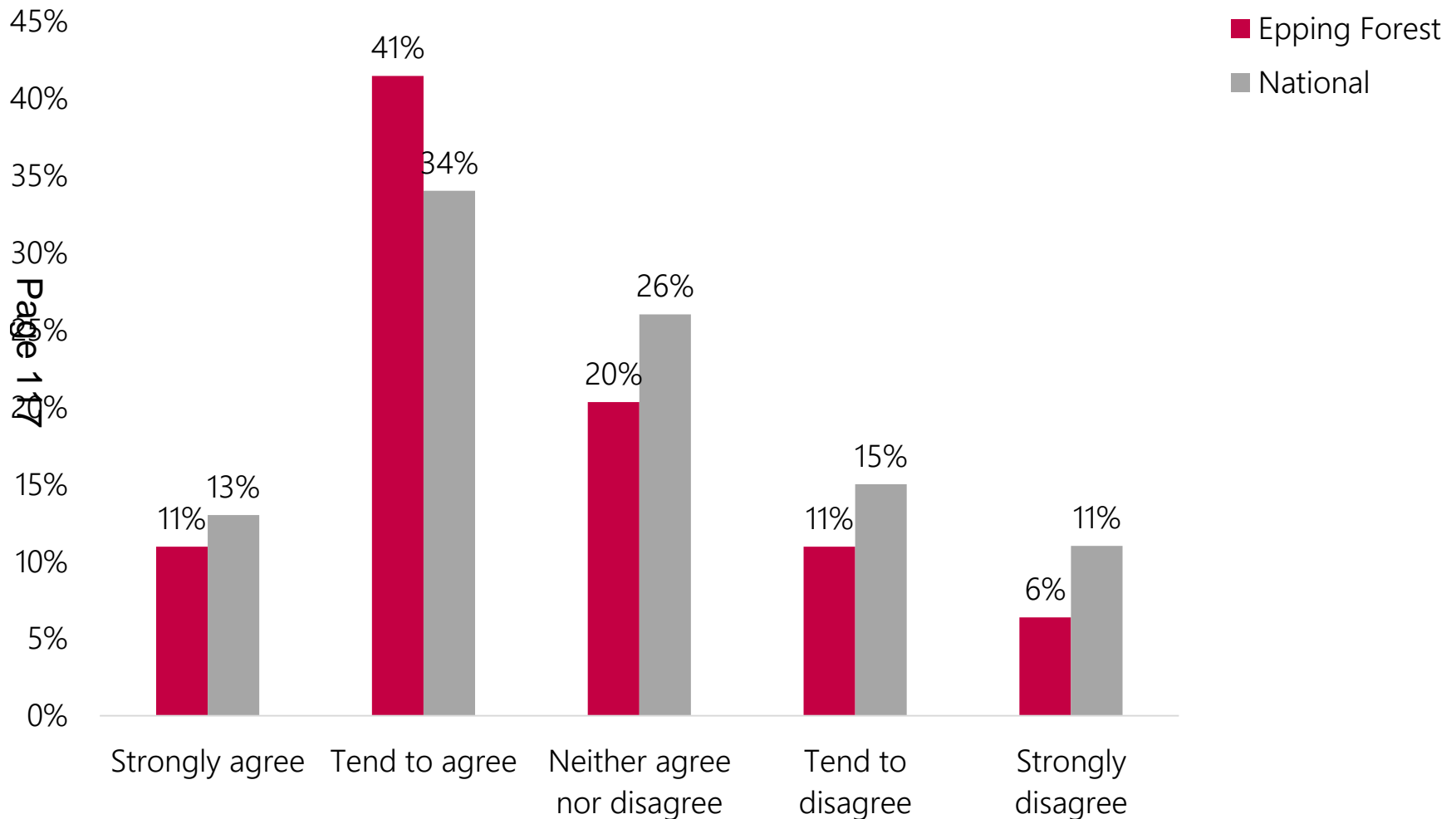
Satisfaction with local area



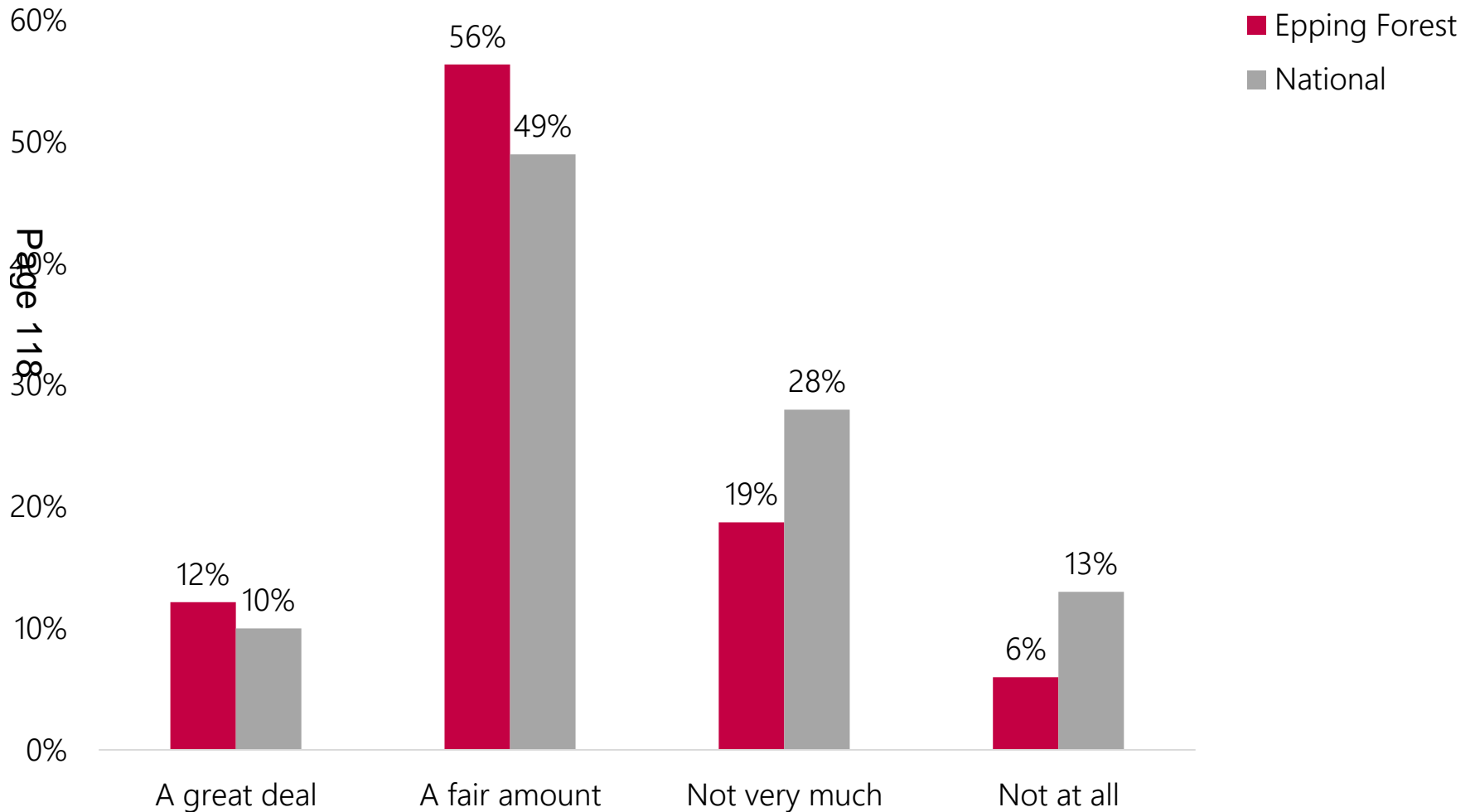
Satisfaction with the way the council runs things



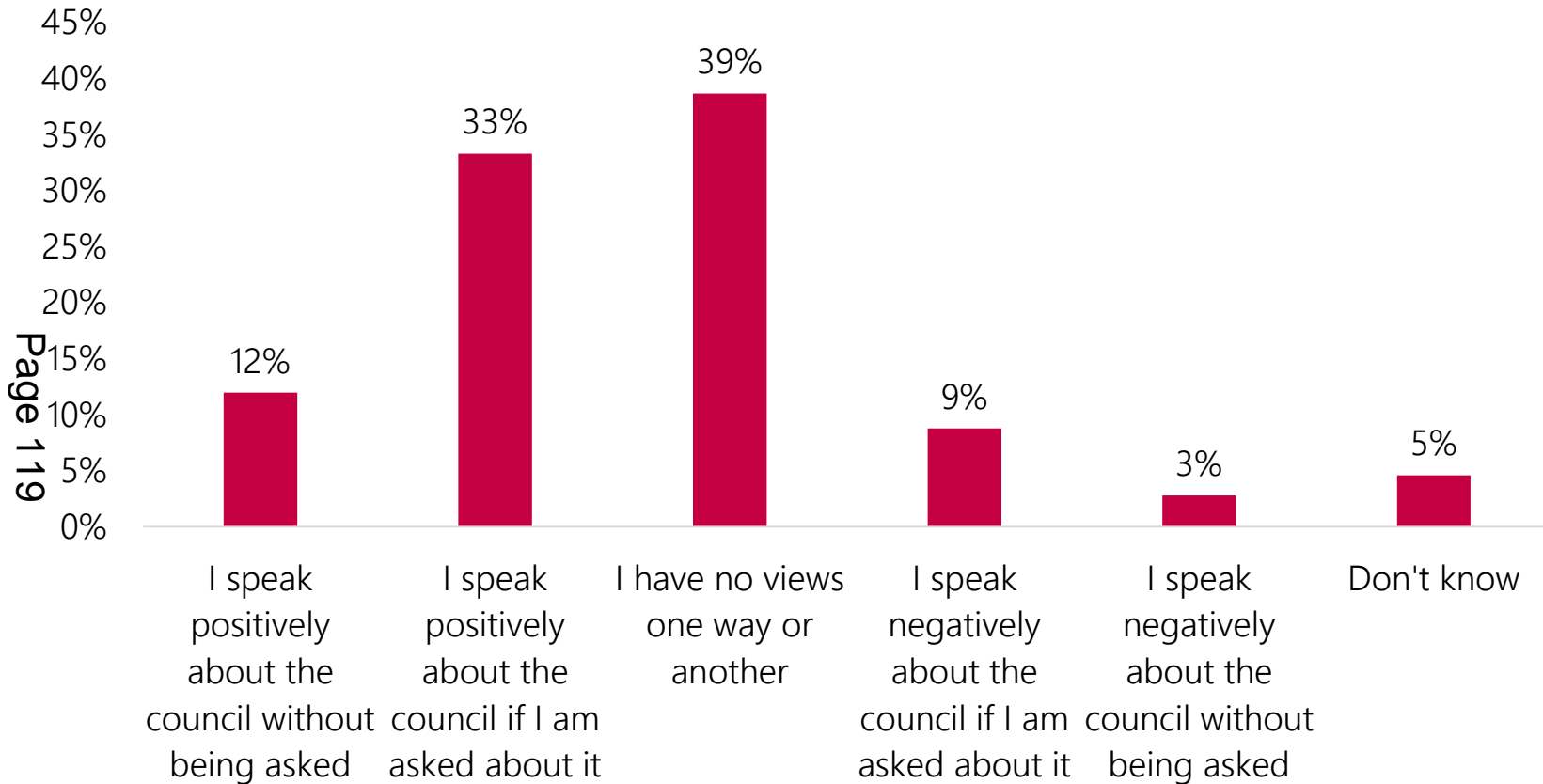
Agreement that the council provides value for money



Trust in the council

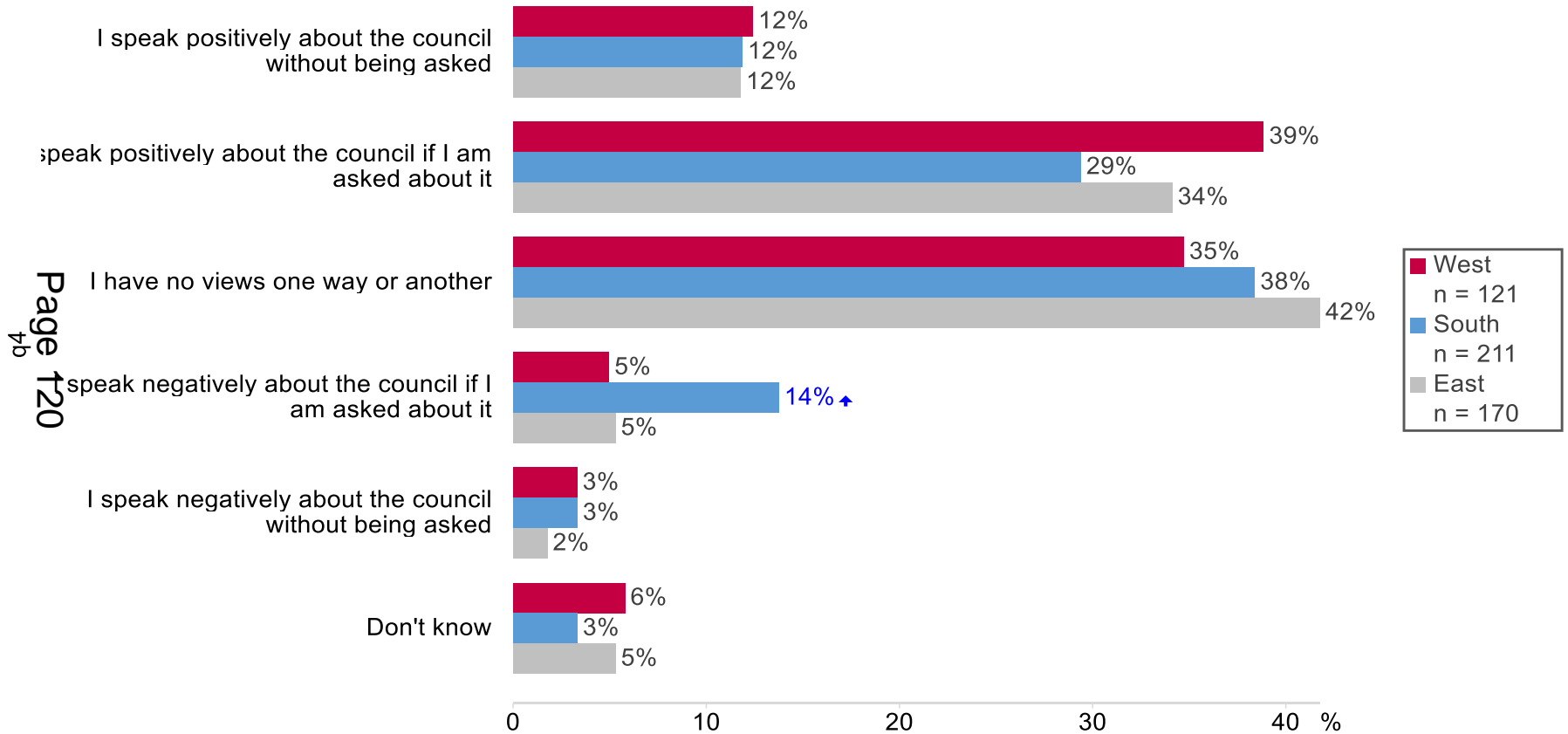


Advocacy for Epping Forest District Council



- Just under half of respondents (45%) speak positively about the council asked or unasked.
- 11% of respondents speak negatively about the council, of which 3% unasked.

Advocacy for Epping Forest District Council (by area)



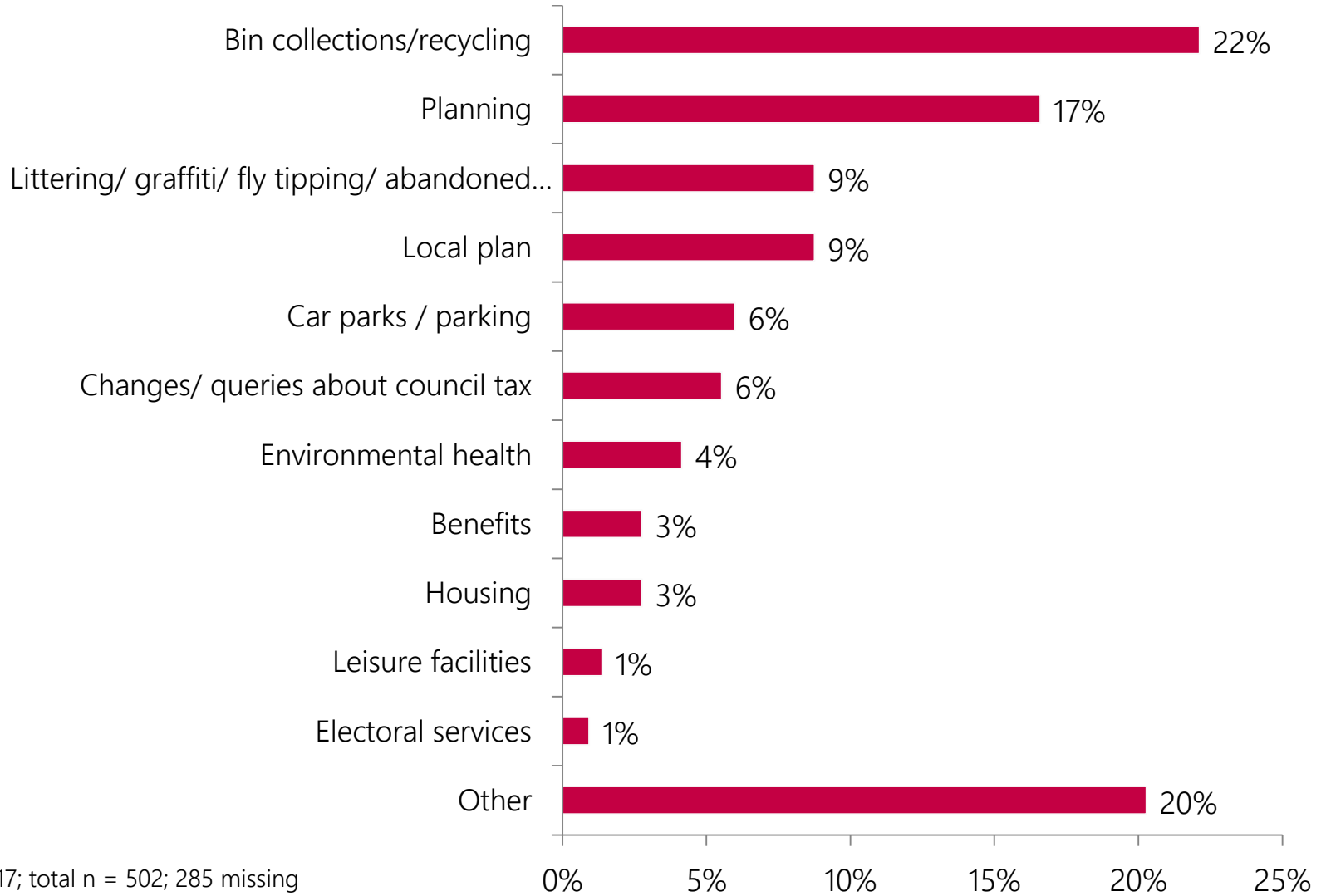
- Respondents from the West are slightly more likely to speak positively about the council if asked about it (39% compared to 34% in the East and 29% in the South)
- Respondents from the South are significantly more likely to speak negatively about the council if asked about it (14% compared to 5% in the other areas)

CONTACTING THE COUNCIL

- Over half of respondents haven't contacted the council in the past twelve months (57%), 43% have sought contact.
- The service area most contacted about is bin collections / recycling (22%) and planning (17%).
- 9% of respondents contacted the council for 'Local Plan'.
- Some of the 'other' responses included issues that the District Council is not responsible for.

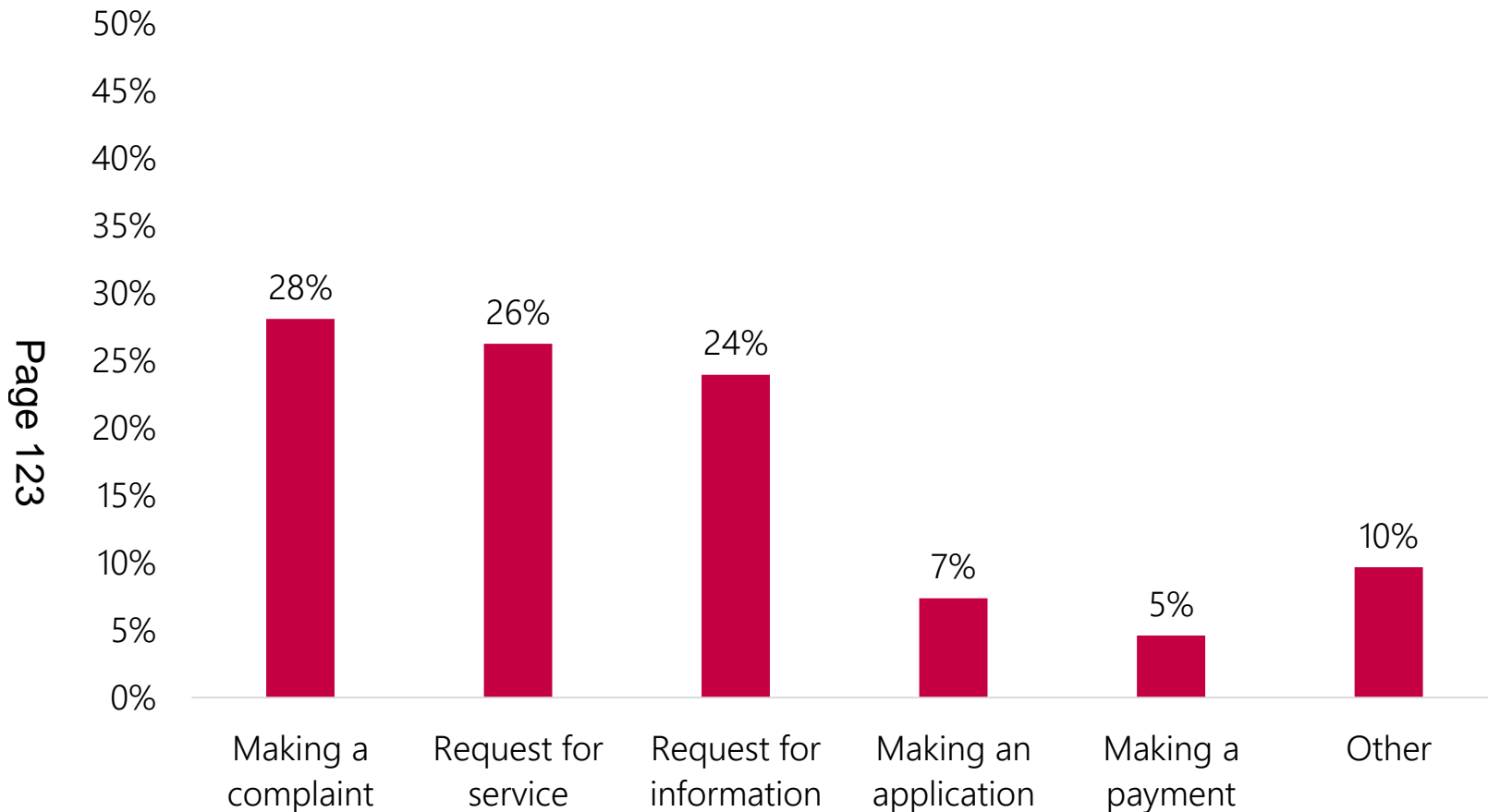
Most recent contact with the Council

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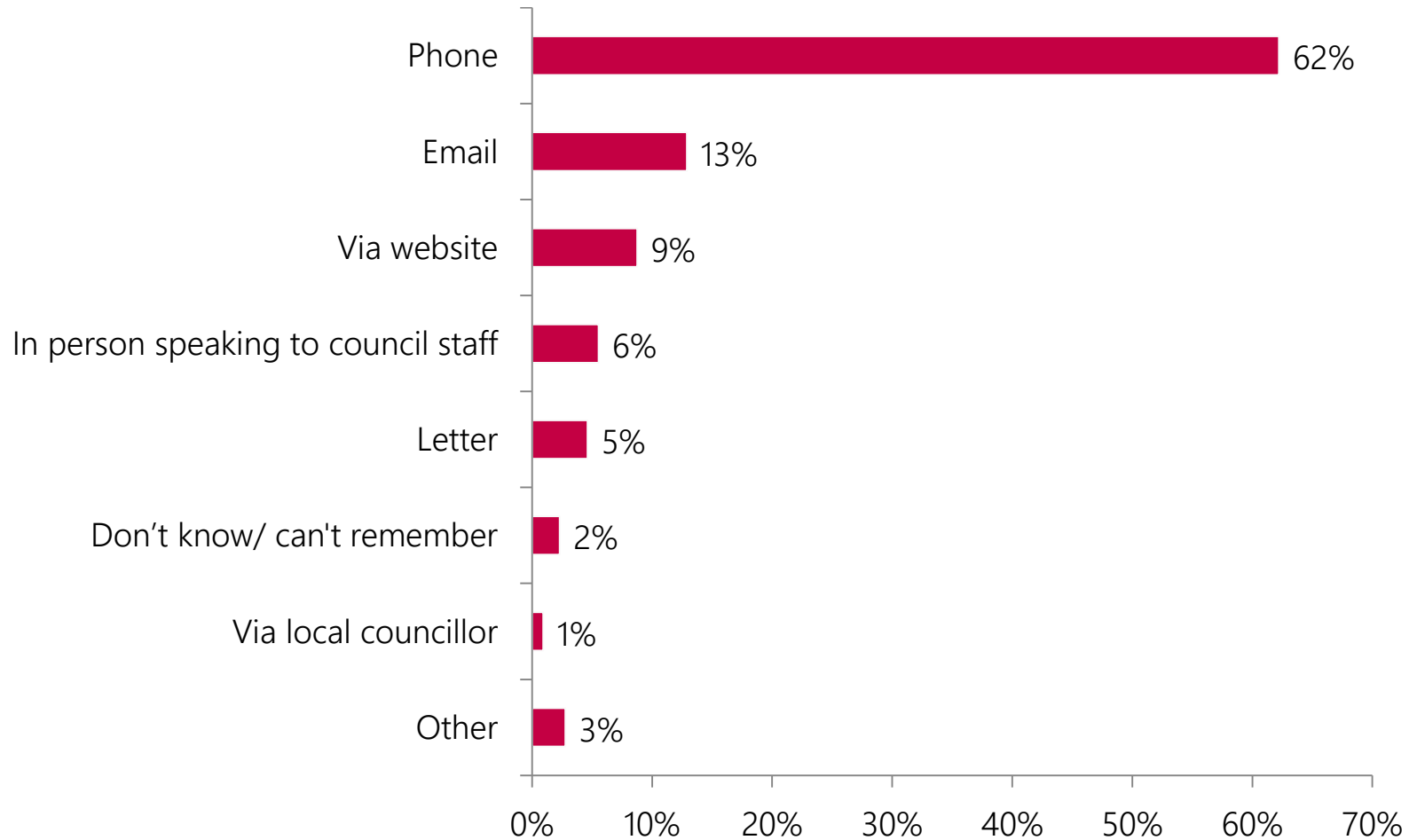
base n = 217; total n = 502; 285 missing

Why were you getting in touch?



- Making a complaint was the most common reason for getting in touch with the council (28%), followed by request for a service (26%) and request for information (24%).

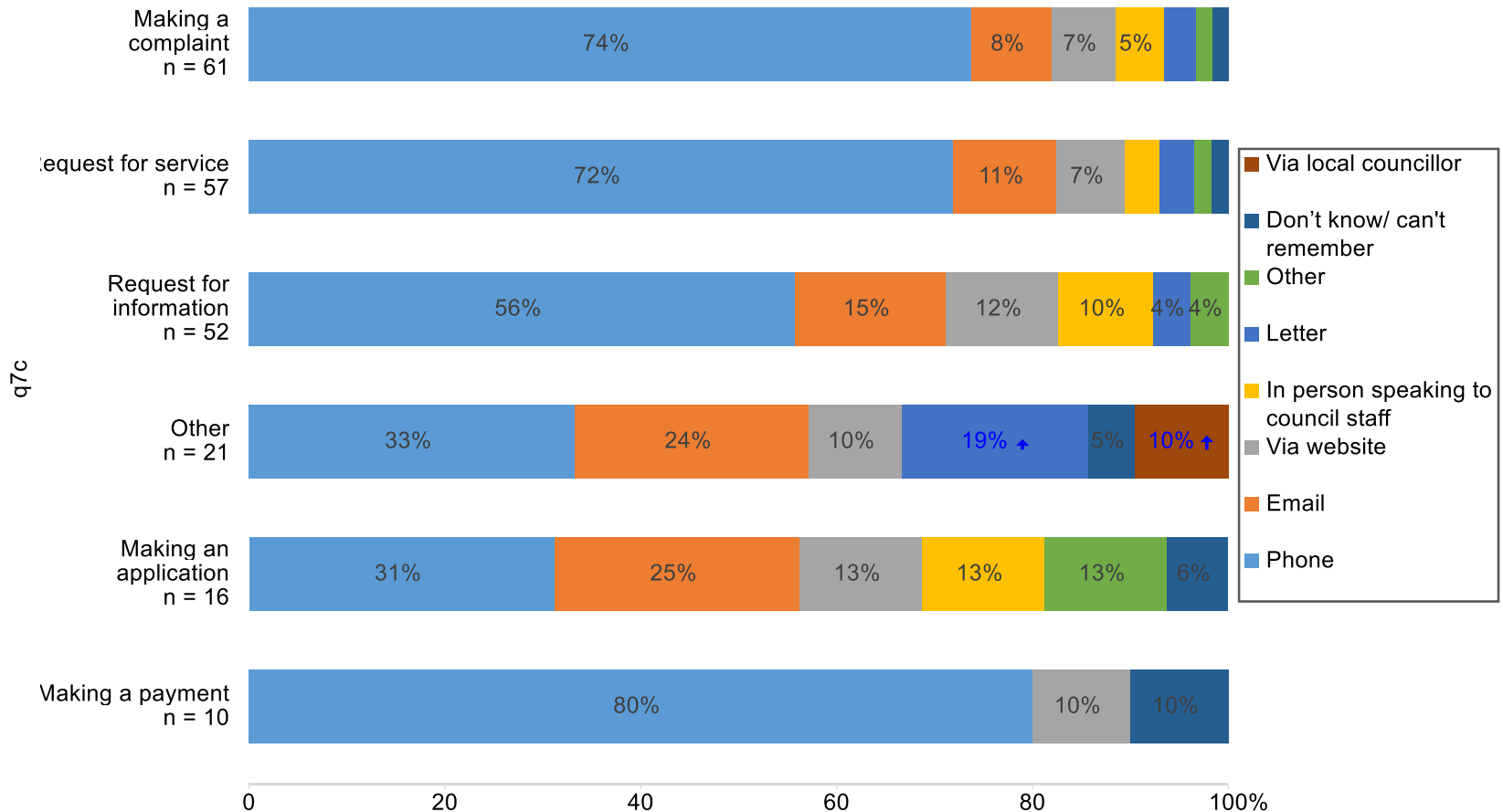
How did you initially make contact?



- Telephone is by far the most used channel to make contact with the council, with 62% of respondents using this medium.
- Approaching the local councillor is least popular (1%).

How did you make contact (by 'Why get in touch')

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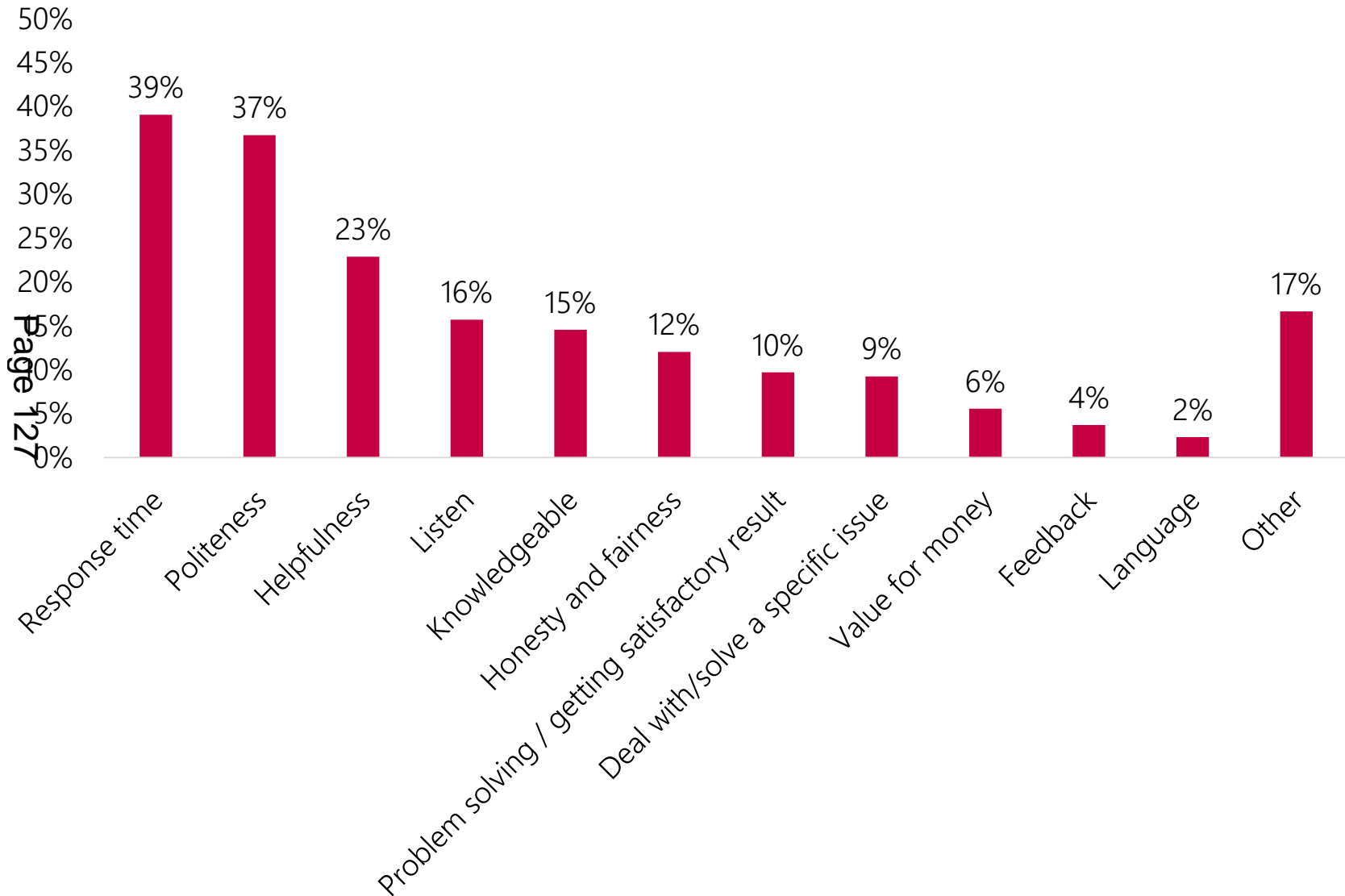
- Respondents were more likely to get in touch by phone for making a complaint (74%) and requesting for service (72%) compared to requesting information (56%).
- Those requesting information were slightly more likely to email (15%), use the website (12%) and speak to the council in person (10%), than those making a complaint or requesting a service.

CUSTOMER SERVICE EXPECTATION AND EXPERIENCE

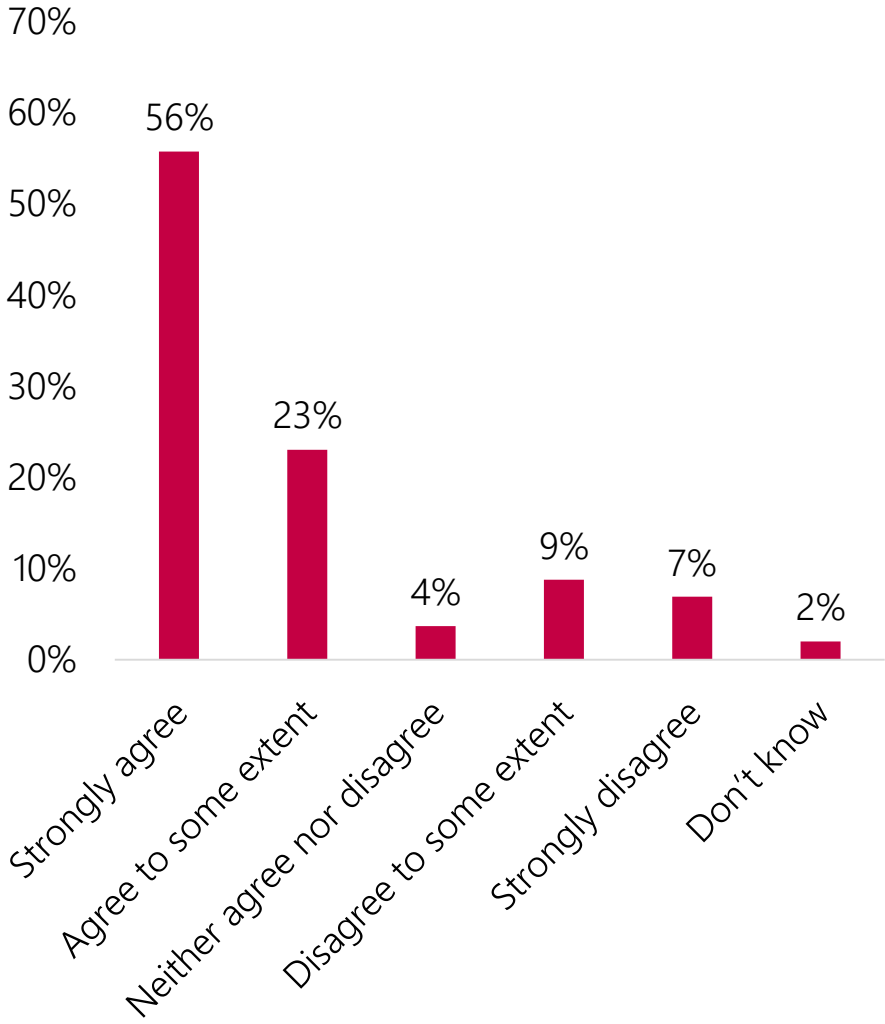
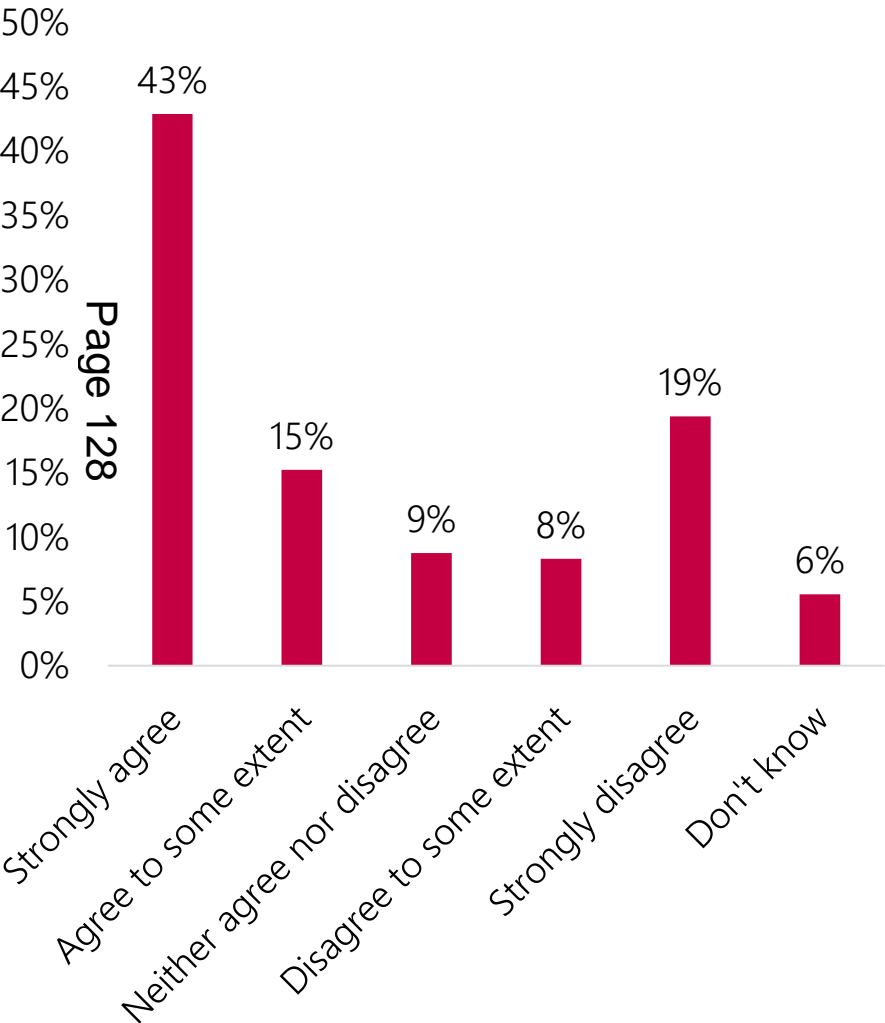
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- Response time is the top priority for respondents (39%), followed by politeness (37%)
- General helpfulness is mentioned more often than getting a satisfactory result (23% compared to 10%)
- Good feedback on EFDC customer service, varying in strength of satisfaction between customer service criteria
- Correlation between customer service experience and overall satisfaction with, and advocacy towards, EFDC

Three most important things in a good customer service experience

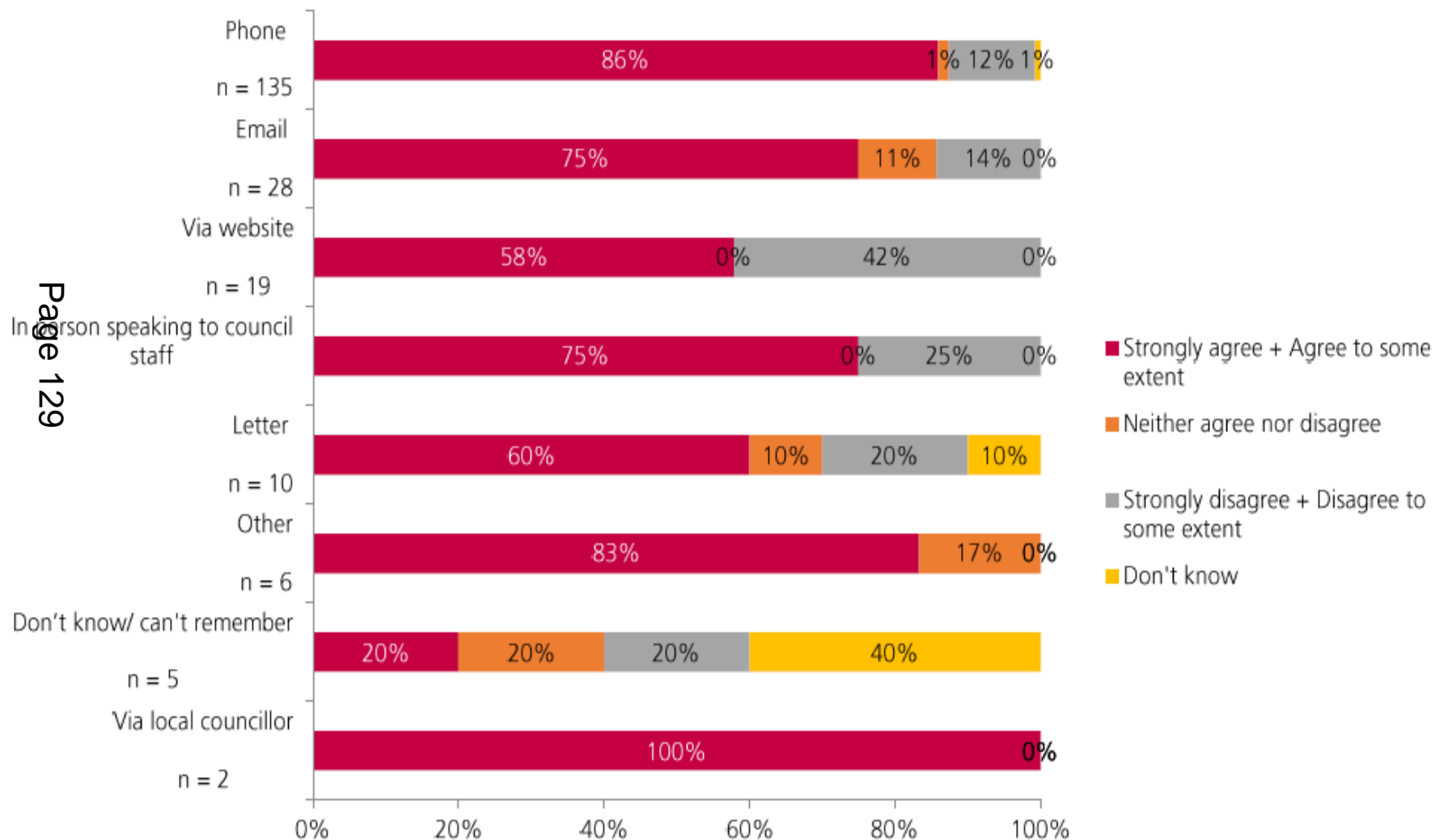


My query was resolved to my satisfaction & it was easy to find the right place, person or contact details

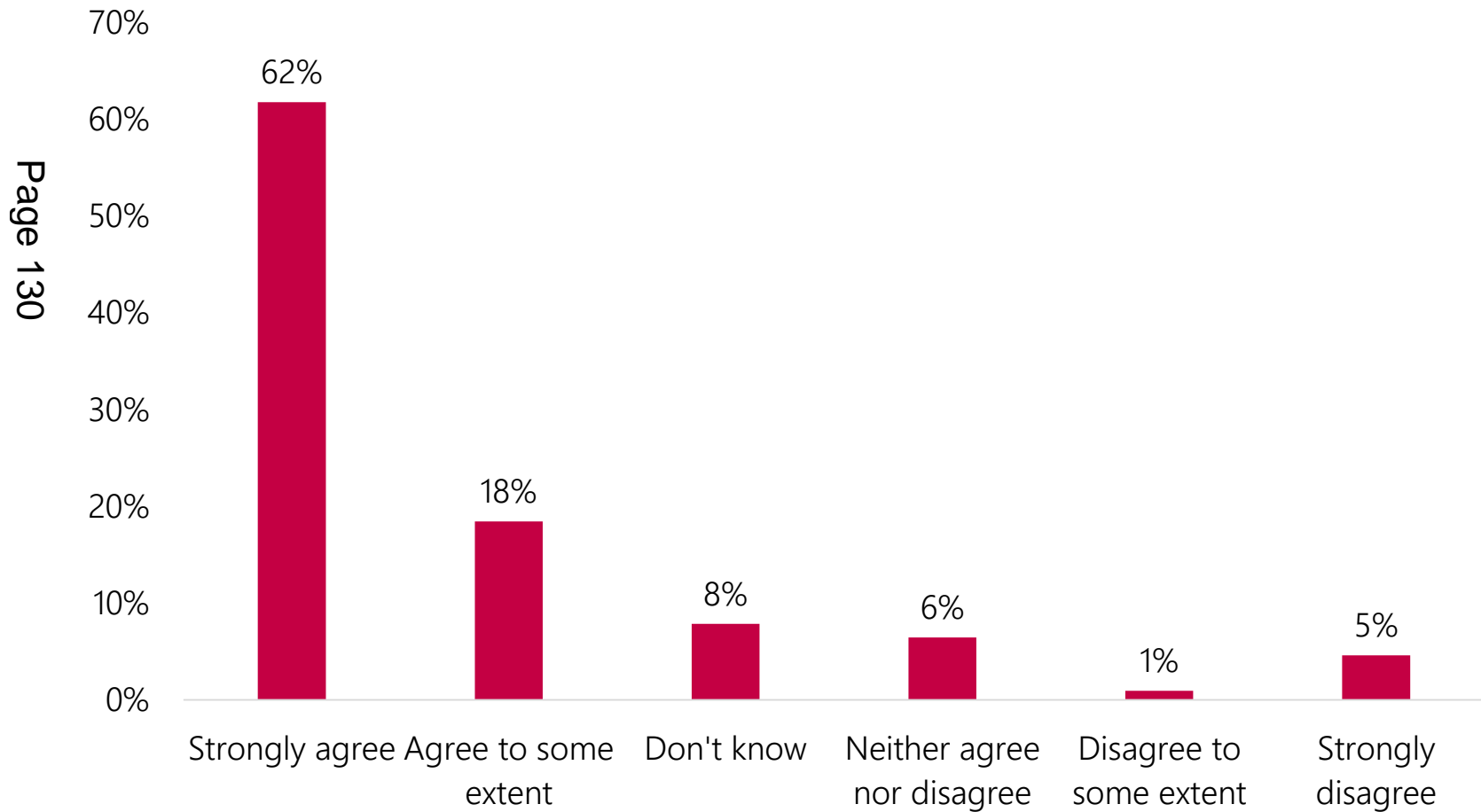


It was easy for me to find the right place, person or contact details for my enquiry

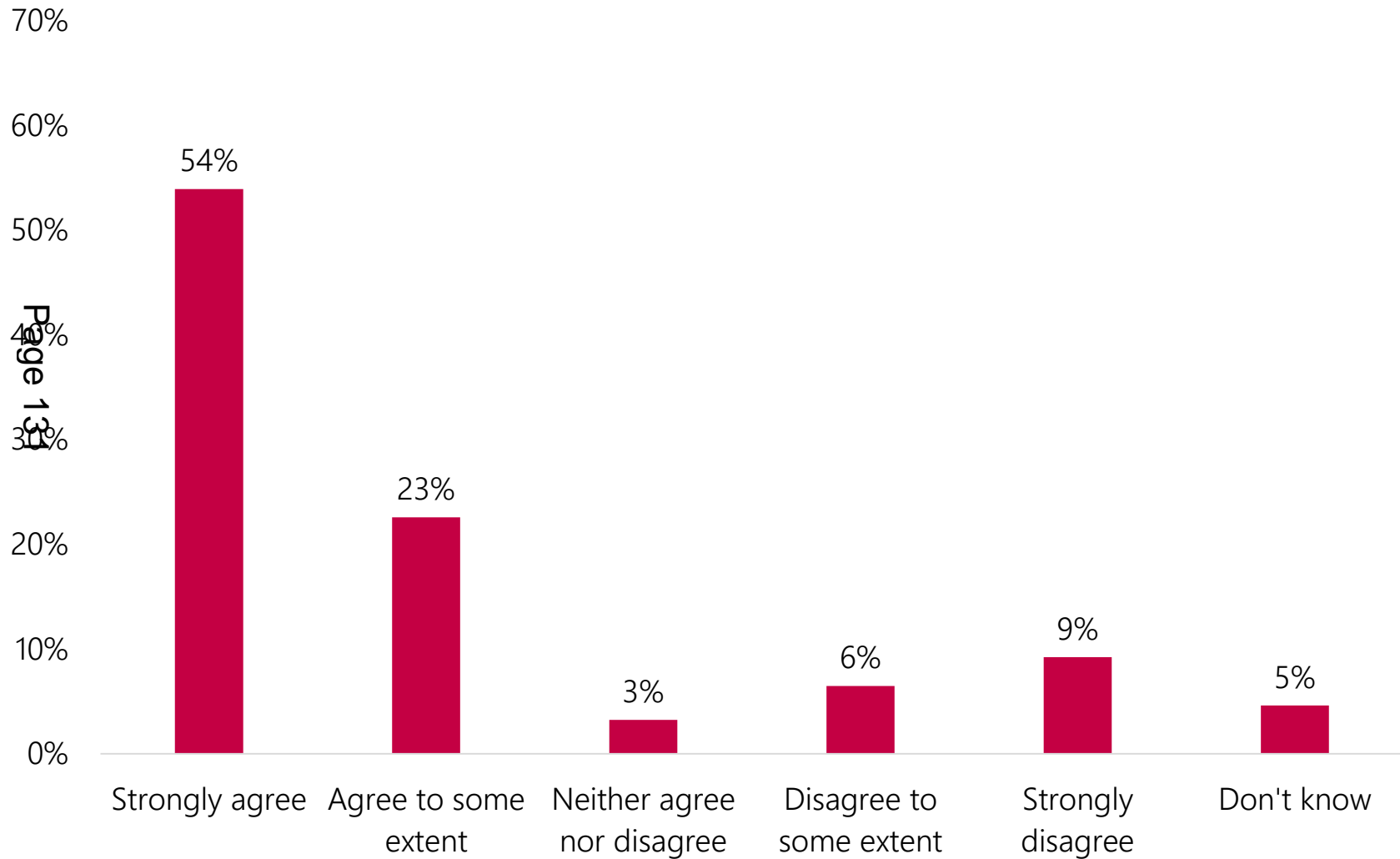
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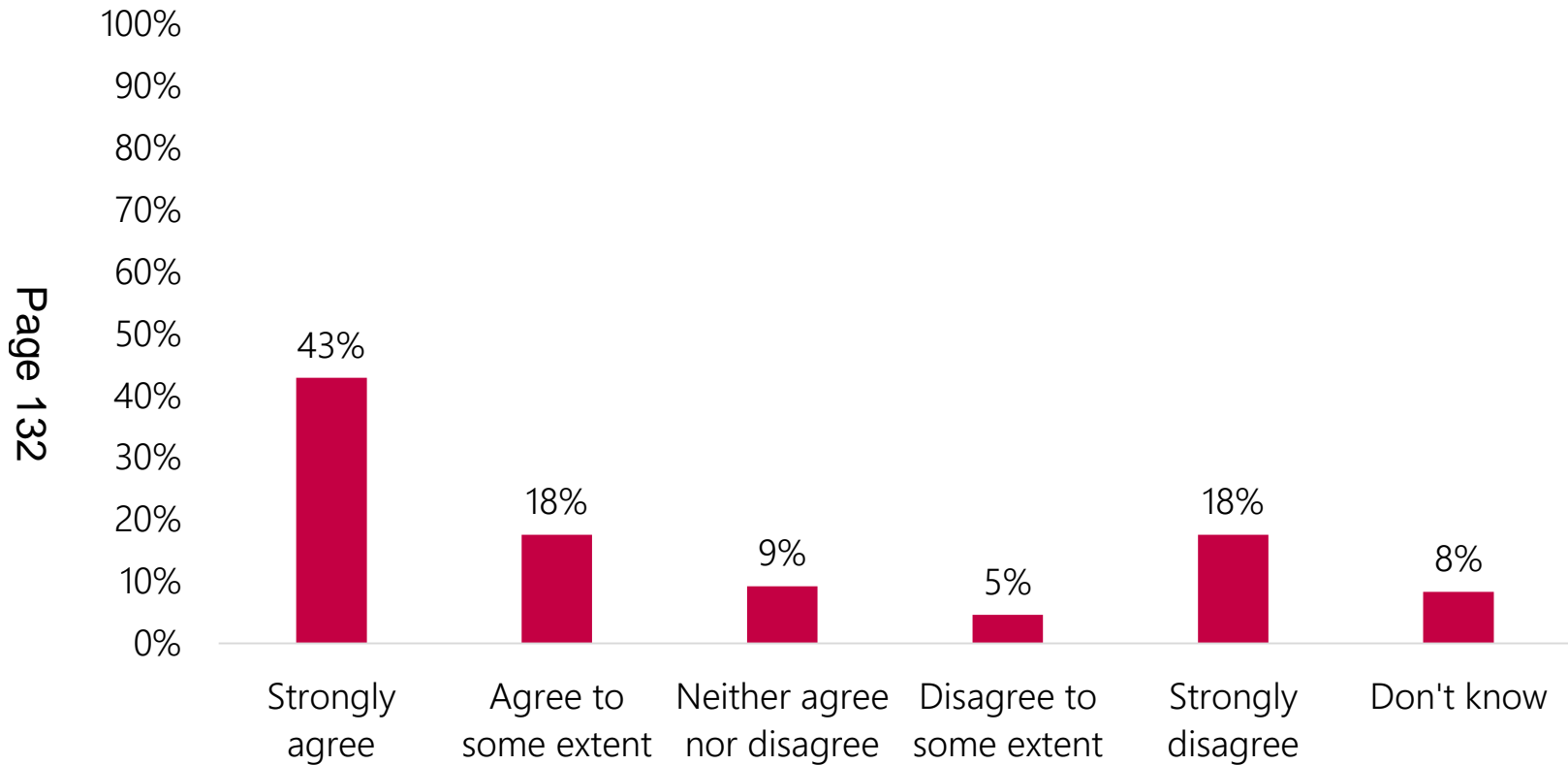
Staff were polite and friendly in dealing with my enquiry



My enquiry was handled knowledgeably



My enquiry was resolved quickly



- A slightly lower percentage of respondents felt their enquiry was resolved quickly, compared to the other quality measures. 61% agreed their enquiry was resolved quickly.
- Nearly a quarter (23%) disagreed with this statement.

RECOMMENDATIONS & NEXT STEPS

- Staff & member engagement
 - District Lines & Council Bulletin articles
 - Focus groups with front line staff to compare staff experience with residents
 - All member briefing
 - Action plans for P001 & P004
- Channel shift
 - Use further staff and member engagement to establish what changes are needed and how we can engage residents
- Behaviour change
 - Focus groups with customers to establish needs and preferences; this will be included in both the development of the Corporate Plan and website
- Regular insight gathering
 - Development of a business case later in the year about how the Customer Programme can take this forward

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Report to the Cabinet



Report reference: C-013-2017/18
Date of meeting: 7 September 2017

**Epping Forest
District Council**

Portfolio: Planning and Governance

Subject: Staffing Structural Adjustments Within Development Management

Responsible Officer: Nigel Richardson (01992 564110).

Democratic Services: Gary Woodhall (01992 564470).

Recommendations/Decisions Required:

(1) That a Continuing Services Budget growth bid in the sum of £25,820 be made for the establishment of a new post of Compliance Officer commencing 1 April 2018, as detailed in Appendix A;

(2) That a Continuing Services Budget supplementary estimate in the sum of £109,760 be recommended to the Council for approval to convert the existing temporary posts of Technical Officer (Validations), Technical Officer (Systems) and two Assistant Planning Officers to permanent posts, effective from 1 October 2017, as detailed in Appendix A; and

(3) That, subject to recommendation (2) above, £40,720 of District Development Funding be re-allocated for the temporary Local Land Charges Officer, Grade 5 on a fixed term basis for 18 months and the Clerical Officer, Grade 2 scanning post on a fixed term basis for 12 months.

Executive Summary:

Development Management fee income has increased by over 50% generating an additional £300,000 per year from 2014/15. Further additional income of £100,000 per annum has been created by the provision of Planning Pre-Application advice. In addition although the levels of planning applications in the last ten years have increased by 33%, the establishment structure of Development Management has not increased accordingly. Whilst the planning officers and support staff within Development Management have absorbed greater workloads through process changes and greater use of technology, temporary contracts have been granted to handle the sustained demand for planning applications, advice etc. However, it is clear that the demand is not of a temporary nature.

Investment in training and experience gained by the current temporary staff would be a loss to this Council. The staff occupying the temporary posts are looking for permanent positions and have acquired skill sets to be marketable. Losing the resource or having to devote senior staff time again to train a new, temporary recruit is not a sustainable use of resources.

There is a priority need to ensure that Planning Services is both resilient and robust enough to sustain the current increased levels of Planning Applications including Planning Pre-Applications as a secure base to address the future. It is proposed that the adjustments to the staffing establishment are required as detailed in Appendix A to support the effective management of planning applications to meet statutory processing of planning applications timescales.

The heavy workloads and performance per officer compares favourably with other Essex authorities as can be seen by the 2014/15 benchmarking information in Appendix B.

In addition, in January 2017 management of Local Land Charges moved from Legal Services to Development Management. In addition to addressing the time taken to process searches, one of the key drivers for this change has been the Land Registry's plans to create a single Local Land Charges (LLC) register.

The team will be supported to adopt and implement further electronic records improvements by the Electronic Information Team in Development Management. The Council is statutorily required to deliver digital spatially based LLC records to the Land Registry. The timescale is not certain but the task is significant. If the Council is unable to comply there is a risk of potential financial penalties and loss of reputation.

Reasons for Proposed Decision:

To secure a stable, adequately trained and resourced structure to deliver the development management and local land charges services in a professional and timely manner; bearing in mind the sustained high demands.

Other Options for Action:

(i) Do nothing – This would mean the loss of the temporary posts in which the Council has invested. The workloads would not be deliverable within the required timescales risking loss of reputation, increased customer complaints, additional demands placed on the ICT support staff and potential external intervention.

(ii) Without the temporary resource in LLC the need to convert records and processes to electronic working while seeking to improve the turn round time for searches would not be achievable.

(iii) Fee increases which were planned for July but are more likely later this year, require that the increased income is applied to the delivery of the planning service. Simply increasing fees without appropriately applying the resource generated by those fee increases is not an option.

Report:

1. Portfolio Holders and other Members have expressed concern that there is insufficient resource in planning enforcement to make proactive checks on the implementation of planning conditions. Officers recognise that a dedicated resource in the form of a Planning Conditions and Compliance Officer would enable early intervention if conditions were not being met which would assist both those implementing permissions and those impacted by the works.

2. Early compliance and conditions monitoring will eventually save the Enforcement Team time and costs compared to possible multiple enforcement measures and site visits that may need to take place on receipt of complaints/information. It is proposed that the Compliance Officer will engage in early intervention measures to ensure planning condition compliance. The cost for one full time Compliance Officer Grade 4/5 will be £25,820 per annum.

3. A key priority in processing planning applications is to make sure there is an efficient and timely business process for registering and validating planning applications. Following a detailed process mapping exercise, Members agreed (Cabinet 1/12/16 minute 105 refers) to resource a streamlined procedure which is showing an improvement - days. The new process also helps to allow planning officers more time to provide the fee-earning Planning Pre-Application service in addition to their caseload of Planning Applications.

4. The creation of the temporary fixed term Technical Officer (Planning Validation) as part of prototyping the process has been an essential part of that service improvement, demonstrating the need for the role. Conversion to a permanent role will improve both the stability of the Applications/Validation team as well as add a degree of business resilience for processes regarding planning applications. The cost for a permanent Technical Officer Planning Validation will be £29,060 per year.

5. Development Management have been aware for some time that qualified planning officers are in great demand with the attendant recruitment difficulties that brings. To address this, two Trainee Planning Officer posts with fixed term DDF funding to 31st August 2018 were created to allow us to 'grow our own' while meeting increased demands.

6. The idea, as well as the individuals, have proved to be invaluable in dealing with the more frequent and smaller type planning applications, as well as certificate of lawful developments, amendments etc. Having invested in the training – both in terms of finance and time – it would be a retrograde step to lose this expertise and resource. If the fixed term ends the workload will pass to the planning officers on the establishment post or be met by more expensive agency options. This would undoubtedly affect performance. It is therefore recommended that these two posts are converted to permanent on the same grade 4/5 as Assistant Planning Officers at a total cost of £51,640 per annum.

7. A temporary fixed term Technical Officer - Application Systems Grade 5 was appointed in April 2016 for two years to manage the software systems Northgate M3, Information@work and iPlan at directorate level, as well as assist in electronic records development. This has proved very successful – also in supporting corporate initiatives involving changes to electronic systems. Currently the incumbent has a well-developed knowledge of specialist areas of planning and electronic records within Development Management and of wider corporate systems.

8. This post will be essential in supporting transformation initiatives being directly responsible for directorate level management of Northgate M3, Information@work, the Planning/Building Control area of the EFDC website as well as supporting mobile and flexible working for Development Management. The post is key to ensuring the robust and resilient integration of electronic working within Planning, Building Control and Local Land Charges. There is simply not enough resource within the ICT section to handle this work and deliver on their priorities. The cost for a permanent Technical Officer Applications Systems will be £29,060 per year.

9. In order to compare our overall performance with other Essex authorities the local planning officer group provides information from each Council on application numbers, staffing etc. This exercise was last conducted in 2016 and the full survey response is set out at Appendix B. It is worth drawing out that this Council dealt with the highest number of applications (2914) with a Development management, Enforcement and support team of 23.2 FTEs. This equates to 126 applications per staff member, the second highest performance in the County. Applied to 2016/17 EFDC figures are a total of 3630 applications dealt with by a team of 26.5 (including the temporary posts) which equates to 137 applications per member of staff.

10. The Government has decided that the Land Registry should become centrally responsible for the Local Land Charges Register from all Local Authorities. A key requirement is that they will need the information to be provided in electronic format and they have advised that they require our records to be spatially and GIS accurate. There is the possibility of financial penalties and loss of reputation if the Council is unable to deliver digital spatially based LLC records to the Land Registry. There is significant work required to achieve this.

11. The first step in this process has been to move staff resources of 1.5 FTE from Local Land charges into Development Management. The post name change to Technical Officer Electronic

Records was more than cosmetic – it is part of integrating the service to ensure cover is available and recognise the need for flexibility within the role to be able to carry out both Planning and Building Control LLC searches. This will also assist in the quality improvement of Development Control electronic records, a key area that forms part of the proposed improvements to Local Land Charges digital records.

12. With the Local Land Charges team effectively reduced to 2.5 FTE officers, the primary objective of the LLC Team will be to facilitate measures that focus on their core role to deliver LLC searches within the required five days (currently days).

13. There is an identified need to convert Local Land Charges paper records into accurate electronic records. In order to carry this out business processes will need to be mapped and modified. Development Management needs to improve its quality control processes to improve the accuracy of planning records/history to meet the standards required by the customer for a LLC search.

14. However there is a gap in support provision within Local Land Charges as the Grade 5 LLC Officer works 18 hours per week with an established work pattern of working full time in alternate weeks. It is proposed that a temporary fixed term LLC officer grade 5 is appointed to cover the other half of the permanent post for 18 months at a cost of £21,800.

15. The project-specific, fixed term scanning team within Development Management is funded until 31 March 2019, save for one post within the team which is only funded until 31st March 2018. It is not clear why this anomaly has arisen but to finish the project on time it is necessary to extend the grade 2 Clerical Officer post by one year at a cost of £18,920, to bring the contract in line with the rest of the team.

16. The funding for both the permanent posts and the fixed terms posts are detailed below.

	NEW PERMANENT POST	GRADE	HOURS	FTE	TEAM	ANNUAL COSTS
1	COMPLIANCE OFFICER	4/5	36	1.00	ENFORCEMENT	25,820
	TEMPORARY POSTS CONVERTED TO PERMANENT					
2	TECHNICAL OFFICER	5	36	1.00	DC VALIDATION OFFICER	29,060
3	TECHNICAL OFFICER	5	36	1.00	APPLICATION SYSTEMS SUPPORT	29,060
4	ASSISTANT PLANNING OFFICER	4/5	36	2.00	DEVELOPMENT CONTROL 1 x NORTH & 1 x SOUTH	51,640
TOTAL FOR DEVELOPMENT MANAGEMENT - PERMANENT POST FUNDING(CSB)						£135,580

	FIXED TERM POSTS	GRADE	HOURS	FTE	TEAM	ANNUAL COSTS
5	CLERICAL OFFICER (1 YEAR EXTENSION)	2	36	1.00	ELECTRONIC RECORDS TEAM	18,920
6	LOCAL LAND CHARGES OFFICER (18 MONTHS)	5	18	0.50	LOCAL LAND CHARGES	21,800
TOTAL FIXED TERM – EIGHTEEN MONTHS (DDF FUNDING)						£40,720

Resource Implications:

A supplementary estimate of £109,760 is required to make the four temporary posts permanent. If this is agreed the £40,720 DDF requirement can be met by reallocating part of that saving. A CSB bid for £25,820 is required to fund the new compliance officer post.

The 20% uplift in planning fees originally scheduled for 1 July 2017 is still anticipated during this calendar year. Over a full year it is likely on current performance to generate £180,000 - £200,000 p.a. Therefore, the use of this additional income is appropriate to provide the planning service in the way detailed within the report.

Safer, Cleaner and Greener Implications:

The adjustments detailed in this report will secure the provision of improved processing of planning applications.

The movement away from paper based manual records towards 'paperless' working is more environmentally sustainable. This is in terms of less paper used/ stored and improved ability to work remotely reducing the need for car journeys.

Consultation Undertaken:

Financial consultation has taken place with the Development Management Service Accountant who has reviewed the financial elements of this report. Management Board has seen a draft of the report.

Background Papers:

None.

Risk Management:

There is a risk of not meeting statutory timescales laid down for the processing of planning applications. This may lead to increased levels of customer complaint, failed KPI targets, workplace stress and potential external intervention and reputational damage.

There may also be delays in moving planning towards complete electronic working as planning officers may not be able to participate in essential digital working measures such as electronic case management and flexible mobile working. This would detrimentally impact the transformation aims of the Council.

The Council may not be able to meet the statutory requirements of delivering the Local Land Charges Register to the Land Registry in acceptable digital and spatially accurate format.

Due Regard Record

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

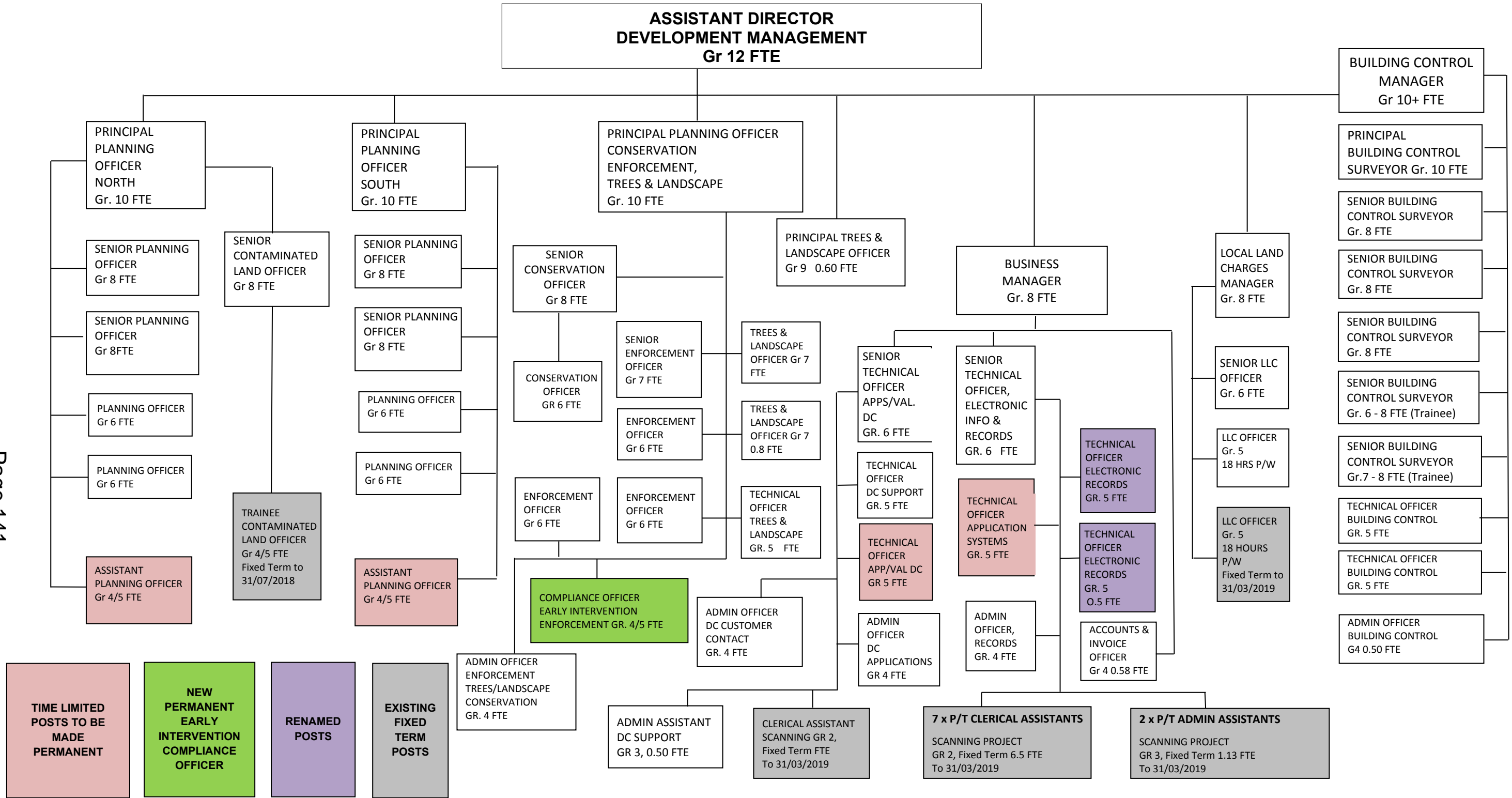
S149 Equality Act 2010 requires that due regard must be paid to this information when considering the subject of this report.

The proposed restructure will improve service user provision and enable equitable access to planning information and applications. It will also help in the short term by ensuring improved responsiveness by Development Management and in the long term by reducing gaps in service provision.

A key aim of this restructure is to ensure that our service delivery is improved. This will have a positive impact on all affected groups particularly as a significant element of our services is provided online. An important part of our service delivery provision is to enable and support the better delivery of planning information across the District. The proposed structural changes will indirectly support this.

APPENDIX A DEVELOPMENT MANAGEMENT STRUCTURE AUGUST 2017

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EXISTING TIME LIMITED FIXED TERM POSTS TO BE MADE PERMANENT	ANNUAL COSTS	NEW PERMANENT POSTS	ANNUAL COSTS	FIXED TERM FUNDING SUMMARY - COSTS	FIXED TERM COSTS
TECHNICAL OFFICER DC VALIDATION GRADE 5	29,060			0.50 FTE LOCAL LAND CHARGES OFFICER GRADE 5 – 15 months	21,800
TECHNICAL OFFICER APPLICATION SYSTEMS SUPPORT GRADE 5	29,060	COMPLIANCE OFFICER, EARLY INTERVENTION ENFORCEMENT GRADE 4/5	25,820	CLERICAL OFFICER GRADE 2 SCANNING CURRENTLY FUNDED TO 31/03/2018 ONE YEAR ADDITIONAL EXTENSION REQUIRED TO 31/03/2019	18,920
ASSISTANT PLANNING OFFICER DEVELOPMENT CONTROL 1 x NORTH & 1 x SOUTH GRADE 4/5	51,640				
TOTALS	£109,760		£25,820	TOTAL FIXED TERM FUNDING	£40,720

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Appendix B Essex DM Staffing and Benchmarking Survey July 2015

Essex Development Management Staffing Recruitment Survey

At the July 2015 meeting of the EPOA DM forum, the issue of staffing levels in Development Management and difficulties in recruiting to vacancies was raised. With a limited pool of staff to recruit from and with other authorities experiencing similar recruitment difficulties a survey was carried out amongst Essex LPAs and ECC as M&W and County Planning Authority. Following completion of the survey by 8 authorities, the results are highlighted below.

Summary of Findings:

A shortage of staff in post and the difficulties in recruiting to vacancies, especially at more senior levels, has been recognised by the forum. The issue has been exacerbated by a rise in the number of planning applications received; more formal procedures for pre-application advice and discharge of conditions; and new activity including dealing with prior approvals. Competition, in respect to recruiting to vacant posts has also been recognised as a major issue.

The survey was conducted amongst Essex authorities in the late 2015 to improve intelligence concerning the current position regarding staffing levels, vacancies, staff turnover, the source of recruitment for staff and where they leave to etc.

7 of the 12 LPAs and ECC responded to this survey which revealed In 2007/08 (before the economic downturn) a peak level of 13,186 planning applications had been submitted to the 7 LPAs. Since then this figure is thought to have declined during the downturn, but last year seemed to bounce back to the former level at 12,577 applications received in 2014/15. This equates to around 95% of the 2007/08 level. It could therefore be argued that current workloads are roughly proportionate to those experienced before the economic down turn.

Nonetheless, changes to staffing levels indicate that in 2007/08 the total number of staff employed within the DM service within the 8 authorities was 203.5. In 2014-15 this figure had decreased to 174.3 demonstrating that there had been around a 15% decrease in overall staffing numbers since 2007/08, with some authorities suffering over a 30% decrease in staff. It is also worth noting that the nature of work has changed with a greater emphasis and very large increase in pre application work; recent policy changes which have resulted in a large caseload relating to prior approvals; and increased regulatory requirements across the board.

In respect of staff turnover, during 2014/15 a total of 45 officers moved on or accepted positions amongst the eight authorities. Particular concern has been noted by the forum about the decline in applicants for advertised positions and the movement of experienced staff amongst the Essex authorities and the private sector, indicating that competition may exist amongst the Essex authorities to recruit experienced DM officers.

Survey Results

	Essex CC		Epping Forest DC		Southend BC		Braintree BC		Chelmsford CC		Colchester BC		Harlow		Uttlesford DC	
	2007/08	2014/15	2007/08	2014/15	2007/08	2014/15	2007/08	2014/15	2007/08	2014/15	2007/08	2014/15	2007/08	2014/15	2007/08	2014/15
Total no of applications	200	331 ¹	2534	2914 ²	1688 ³	2068	2191	1339	2328	1995	1900	1748	530	720	2015	1793
Of which were Major applications	47	30	38	29	Not available	28	63	37	55	44	55	57			54	64
% change in number of applications received over period	Not comparable ⁴		+ 15% (increase)		+ 22.5% (increase)		-39% (decrease)		-14% (decrease)		-8% (decrease)		+36% (increase)		-11% (decrease)	

¹ Includes all applications

² Includes LDCs NMA's DOC etc.

³ Inc. all application types: LDCs, TPOs, Prior Approvals

⁴ Not comparable as data is not consistent or reliable following migration to new case management system

Number of Applications

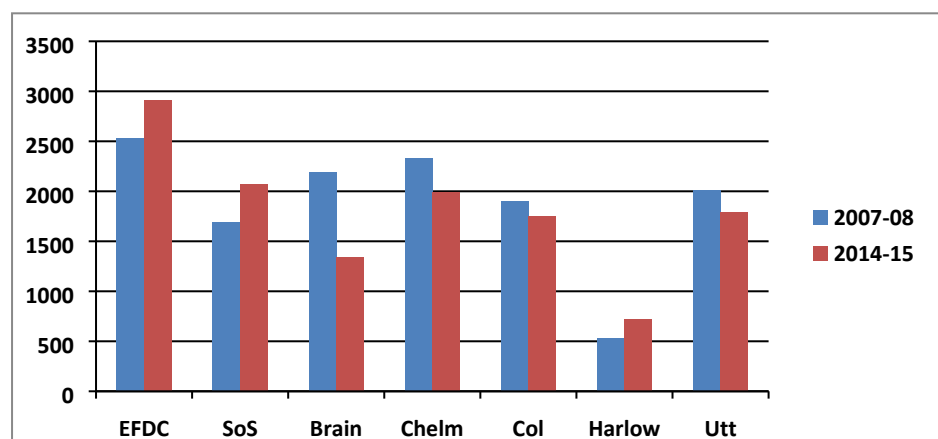


Table 2: Staffing Levels

	Essex CC		Epping Forest DC		Southend BC		Braintree Dc		Chelmsford CC		Colchester BC		Harlow		Uttlesford DC	
	2007/08	2014/15	2007/08	2014/15	2007/08	2014/15	2007/08	2014/15	2007/08	2014/15	2007/08	2014/15	2007/08	2014/15	2007/08	2014/15
DM staff	12	8	12	10.2	14	8	16 ⁵	15.6	13	13	16	14	4	5	12	11
Support staff	6 ⁶	3 ⁷	10	8	9	5.5	7 ⁸	5	5	4.4	8	6	3 ⁹	3	13.5	15
Enforcement staff	1	1	5	5	2	1.6	3.5	2.5	6	3.5	4	3	0	0	1	2
TOTAL	19	12	27	23.2	25	15.1	26.5	23.1	24	20.7	28	23	7	8	26.5	28
other			1 x conservation 1x conservation/design 4 x tree/landscape 1 x contamination	1 x Team Leader – Trees, Conservation & Enforcement 2 x conservation 3.5 x tree/landscape 1 x contamination	1 conservation	1 conservation			1 conservation/LB 2 x trees 3 x customer service	1 conservation 2 trees 0.6 compliance	4	5	0.5 tree officer	0.11 tree officer	x1 conservation X1 tree	X2 conservation x1 tree x1 housing enabling
TOTAL	19	12	34	30.7	26	16.1	26.5	23.1	30	24.3	32	28	7.5	8.1	28.5	32
% change in staffing levels over period	-37% (decrease)		- 10% (decrease)		- 38% (decrease)		-13% (decrease)		-20% decrease		-13% (decrease)		+8% increase		+12% increase	

⁵ Includes 1 p/t role

⁶ Dedicated DC admin team

⁷ X1 Technician, 0.5 PSO and est1.5 Business Support from corporate service

⁸ Includes 4 p/t

⁹ Includes P/T scanner shared with other services

Staffing Levels

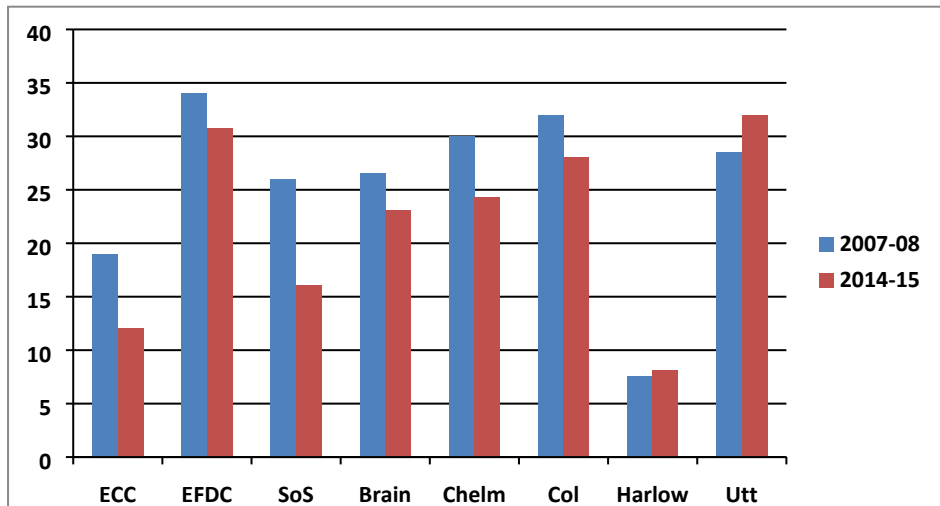
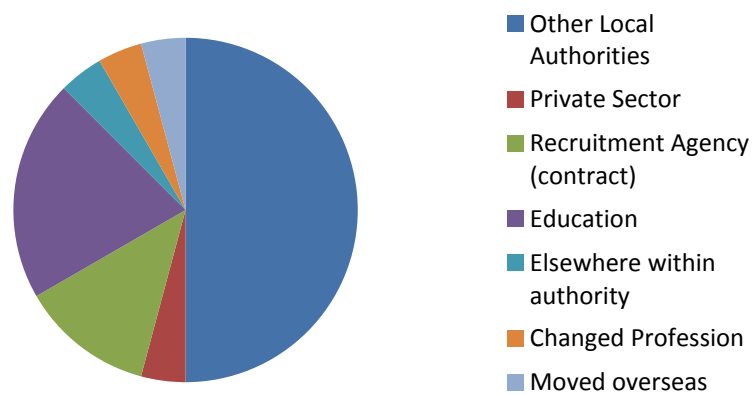


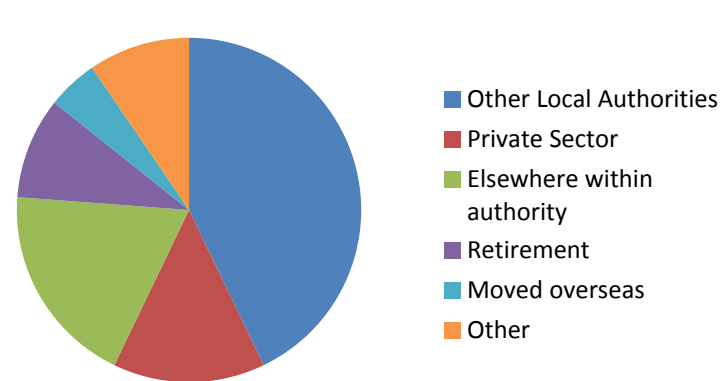
Table 3: Leavers & Starters for 2014/15

	Essex CC		Epping Forest DC		Southend BC		Braintree DC		Chelmsford CC		Colchester BC		Harlow		Uttlesford DC	
	Starters From	Leavers To:	From	To	From	To	From	To	From	To	From	To	From	To	From	To
Other Local Authorities	2	4		2	1	1	1	1	2	3	3		2	1	1	
Private Sector	1					1		1						1		
Recruitment Agency (contract)	1 ¹⁰		2													
Education					2		1		2							
Elsewhere within authority	1	1														
From Career Break																
Retirement												2				
Redundancy																
Changed Profession	1															
Moved overseas						1							1			
Self Employment																
Internship/Apprentice									1							
Other		1 ¹¹										1				
TOTAL TURNOVER	12		4		6		4		8		6		4		1	

Starters - where from - 14/15



Leavers - where to - 14/15



¹⁰ Maternity cover

¹¹ maternity

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Report to the Cabinet

Report reference: C-015-2017/18
Date of meeting: 5 September 2017



**Epping Forest
District Council**

Portfolio: Housing

Subject: Relocation of Housing Repairs and Housing Assets to Oakwood Hill Depot

Responsible Officer: Paul Pledger (01992 564248)

Democratic Services: Gary Woodhall (01992 564470)

Recommendations:

- (1) That the Housing Repairs Service and the Housing Assets Team be relocated to the Oakwood Hill Depot, Loughton to co-locate with the existing Fleet Operations and Grounds Maintenance Services at an estimated cost for the works (excluding fees) of around £755,000 funded from the Housing Revenue Account (HRA);
- (2) That the Capital costs of re-location be funded from the existing £3.2m budget for the provision of the Repairs and Maintenance Hub;
- (3) That, once assessed by PwC as part of the Stage 2 Accommodation Review, the fit-out costs of the open plan area, based on an agile working environment, be also funded from the existing capital budget provision;
- (4) That the remaining existing capital budget provision be deleted from the Capital Programme, to realise a capital saving;
- (5) That a separate report be considered by the Housing Portfolio Holder on the appointment of a Multi-discipline Consultancy Service to oversee the detailed design, procurement process and contract management, with any fees being funded from the existing capital budget provision;
- (6) That the Council's CountryCare Service and the Nursery Service no longer be relocated to the Oakwood Hill Depot as previously planned and that an alternative venue be sought elsewhere in the district for these services;
- (7) That a Planning Application be submitted for the required off-site parking for staff and visitors during working hours;
- (8) That the off-site parking be made available to residents of the Oakwood Hill Estate and visitors to the Roding Valley Nature Reserve free of charge outside office hours; and
- (9) That the Director of Neighbourhoods submits a report to a future Cabinet meeting on the most appropriate future use for the Council's land at Blenheim Way, North Weald.

Executive Summary:

The Cabinet has previously agreed to relocate the Housing Repairs Service and the Housing Assets Team to a new purpose-build hub at Blenheim Way, North Weald at an estimated cost of around £3.2m. However, it was subsequently identified that subject to some alterations to the building along with the provision of off-site staff parking, the Oakwood Hill Depot could be used to accommodate Housing Repairs Service and the Housing Assets Team, co-located with the Grounds Maintenance and Fleet Operations Services. This report sets out the works and budgets that will be needed to enable this to happen and shows that the costs of achieving the co-location would be around £755,000 (inclusive of a contingency sum, but excluding fees and office fit-out costs for agile working).

Reasons for Proposed Decision:

The decision that was reached by the Cabinet in December 2015 was to construct a new Repairs and Maintenance Hub at a cost of around £3.2m at Blenheim Way, North Weald. This report provides an alternative approach to co-locating the Housing Repairs Service and Housing Assets Team within an existing Council asset at the Oakwood Hill Depot, at far lower cost, and saving the need to construct the new hub building.

Other Options for Action:

The main alternative options appear to be:

- (i) To revert to the original decision to construct a Repairs and Maintenance Hub at Blenheim Way, North Weald at a cost of around £3.2m in line with the Planning Approval already granted.
- (ii) To retain the fourth Service Bay for future business expansion by Fleet Operations and MOT Service and to construct a stand-alone Repairs Store elsewhere on the site, at an estimated additional cost of around £450,000.
- (iii) To keep the Housing Repairs Service at the Epping Depot, thus saving the Council having to spend any money on relocation costs. However, this would prevent, or at the very least significantly harm, the future redevelopment opportunity on the St John's School redevelopment site and be contrary to the Council's previous decision. This option would allow for the Council's CountyCare Service and Nursery Service to relocate to the Oakwood Hill Depot as previously planned.

Report

Background

1. At its meeting in December 2015, the Cabinet agreed to progress with the feasibility study of providing a new Repairs and Maintenance Hub on a site at Blenheim Way, North Weald up to the point of obtaining Planning Permission. The Cabinet also agreed to create a budget of £3.2m within the HRA Capital Programme for the future construction programme, and that the Director of Resources be authorised to determine the most appropriate form of capital funding and, if further borrowing is required, the most appropriate PWLB loan to secure and to then obtain the loan.
2. In the intervening period while Planning Permission was being sought (which was subsequently received), through the Council's Accommodation Review, an opportunity arose whereby the newly completed Depot facility at Oakwood Hill, built to accommodate the Grounds Maintenance Service and the Council's Fleet Operation Service and MOT facility,

may be considered as an alternative location for the Housing Repairs Service and the Housing Assets Team to relocate to, subject to a number of required alterations being undertaken.

3. A Project Team was formed of Officers from each of the Service Areas to work out how such a move could be achieved safely within such a restricted site. Taking the accommodation requirements previously identified for the Repairs and Maintenance Hub, the Project Team explored a number of different options, including some which made use of one of the vehicle service bays as a materials stores for the Housing Repairs Service and others that retained all of the vehicle service bays and constructing a purpose-built materials store elsewhere on the site. Each option was carefully analysed to identify advantages, disadvantages and risks, with each option costed by Stace LLP (the consultants for the original construction) based on their extensive knowledge of the site and its construction detailing.

4. Each option however required that, for safe movement around the site, only Council fleet vehicles and machinery could be permitted to access the Depot site, along with private vehicles attending the MOT facility. For each option, it was a pre-requisite for health and safety reasons that all staff vehicles would have to be parked at an off-site location nearby, with staff having to walk the last part of the journey to work. This off-site parking is explored in more detail later in the report.

Preferred Layout Option

5. The preferred option that is considered by the various Service areas and Management Board to best meet the Council's requirements in terms of the least risk and disruption, measured alongside the greatest operational efficiencies, has proved to be the lowest-cost option of the six detailed options explored by the Project Team. The preferred option comprises the following key required alterations being made (See Appendix 1a and 1b for schematic layout drawings):

- (a) The fourth Service Bay, previously identified for use by the CountryCare Team, be allocated for a secure materials store for the Housing Repairs Service;
- (b) A mezzanine floor structure be constructed over the materials store to create a storage and operations area for the MOT and Fleet Operations Team;
- (c) The existing compressor equipment be relocated to the new mezzanine area, allowing the room that currently houses the equipment be altered to provide a ground floor office for office-based staff to serve members of the public booking services and MOT's without the need to go upstairs – which brings a number of operational and customer advantages;
- (d) The three separate rooms currently used by the Fleet Operations Team at first floor be altered to a more adaptable space i.e. to be opened up to provide the required meeting/training room, which can be flexibly used to provide smaller break-out space;
- (e) The open plan office space, currently sub-divided into two separate spaces, be opened up into one larger open-planned space to facilitate all the office-based staff in an agile working space to be designed by PwC in line with the Council's emerging Accommodation Strategy;
- (f) An off-site staff parking area would need to be created to accommodate staff cars and to free-up space to allow the safe movement by the public using the MOT

facility and for the staff and fleet vehicles, machinery and equipment. Without this, it would not be possible to relocate the Housing Repairs & Maintenance Services to the Oakwood Hill Depot.

6. The overall budget estimate to facilitate the relocation of the Housing Repairs Service and Housing Assets Team to Oakwood Hill Depot based on the option described above is £755,000 including a contingency sum, plus fees, which are yet to be determined. This also excludes all fit-out costs to the office area as these cannot be determined until the PwC feasibility study has been concluded and the costs assessed.

7. With a budget requirement of around £755,000 plus fees, which are yet to be determined and fit out costs associated with the PwC Accommodation Review, it is recommended that this be met from the Housing Revenue Account (HRA) Capital Programme.

8. The Housing Repairs Service currently occupy Epping depot, the net book value of which is £129,100 in its existing use after depreciation. The site though forms part of the major redevelopment scheme at St John's Road which when sold together with the remaining land held by the Council is expected to realise around £6.4m. Bearing in mind that the depot comprises around 17.25% of the total land held, its potential value as development land is estimated at around £1.1m. Also when you compare the cost of relocating the Housing Repairs Service and Housing Assets team to North Weald of £3.2m, against the cost of the scheme now proposed and the fact that the Council can either sell the Blenheim Way site (with the benefit of planning permission) and receive a capital receipt, or develop the site itself as a commercial venture and receive rental income there is a very significant financial benefit to the Council of the pursuing the Oakwood Hill option.

9. The Oakwood Hill Depot was originally designed and built to only accommodate the Council's Grounds Maintenance Service, MOT and Fleet Operations, CountryCare and the Nursery Team. To date, only the Grounds Maintenance Service and the MOT and Fleet Operations team have relocated to the Depot, to enable the Langston Road Retail Park to be built. Should the Housing Repairs Service and the Housing Assets Team relocate to the Oakwood Hill Depot as well, all indications are that it is CountryCare and the Nursery Team will not be able to also relocate there. However, an alternative option at Townmead Depot has been identified and Members have previously agreed to fund the cost of relocation from any capital receipt for the sale of Pyrles Lane Nursery.

10. One significant proposed change to the service currently being provided by the Housing Repairs Service that Members should note is the cessation of the provision of an in-house joinery workshop facility. If this facility was to be set up at the Oakwood Hill Depot, space would need to be identified and made available for a new stand-alone building to be built, which would not only have a capital cost, but would also need planning permission, adding an additional 8-12 week lead-in period to the programme. Therefore, in order to achieve the Cabinet's objective of successfully co-locating all the services together, a detailed review of the costs and benefits of provide an in-house joinery workshop has been undertaken, and compared against the same service being provided through local private commercial joinery workshops. The cost comparison demonstrated that the same service could be sourced externally for a slightly cheaper cost, although the delivery times were slightly longer. It is therefore proposed that no joinery workshop be provided at Oakwood Hill, and that the service be sourced from local providers in future.

11. The Council will need to appoint a multi-disciplinary consultancy service to lead on the detailed design and project management of the alterations need at the Oakwood Hill Depot to enable the Housing Repairs Service and the Housing Assets teams to relocate. A separate report will be considered by the Housing Portfolio Holder on the appointment as

soon as the necessary procurement exercise has been completed. It is recommended that any fees also be funded from the existing Capital budget.

Off-Site Staff Parking

12. Currently, the Oakwood Hill Depot is laid out to accommodate public parking associated with the MOT facility, fleet parking for Grounds Maintenance vehicles and some staff car-parking. However, due to the increased operational intensity at the Depot and a significant increase in the number of staff to be located there as a result of the co-location, and following a study being undertaken of the Grounds Maintenance vehicle movements at peak operating times and anticipating the Housing Repairs vehicle movements, in order to maintain a safe working environment it will not be possible for any staff car parking to be provided on site.

13. Following the recent introduction of parking restrictions along Oakwood Hill, there is now only limited off-street parking available to businesses based at the Oakwood Hill Industrial Estate. This has had the effect of increasing the amount of car parking on the residential Oakwood Hill Estate, exacerbated by commuter parking, to the point that it is starting to cause parking difficulties for residents. It will therefore be necessary to provide an area of off-site parking for staff vehicles.

14. The total number of staff that will be working at the Depot following the co-location will be 122. A detailed assessment has been made of the minimum staff parking required, bearing in mind that some staff will be working away from the office during the day. This assessment has established that 75 parking spaces will be required.

15. An area of land suitable for providing off-site staff parking has been identified on the Council's adjacent Oakwood Hill Housing Estate. However, this will be subject to planning permission. A location plan for the proposed parking area can be found at Appendix 2.

16. The site itself is not within, but is adjacent to, the Roding Valley Nature Reserve. As part of the feasibility study, the Assistant Director (Development Management) has been consulted on the location of the proposed off-site parking, and has no objections at this stage and supports the development proposals for the site. CCTV and security lighting will be required. Whilst the design is still at its feasibility stage, subject to the Cabinet agreeing to the recommendations above, a detailed design will need to be developed and planning permission sought. Therefore, it is recommended that a Planning Application be submitted for the off-site parking provision.

17. In view of commuter parking and the local parking restrictions that are in place, it will be necessary to introduce a controlled parking zone restricting use to Council staff vehicles during normal working hours. However, outside of these hours, it is proposed that the parking area be made available to residents and visitors using the Nature Reserve free of charge

Site Management

18. With three very separate service functions all sharing the depot building, it will be necessary to draw up and maintain a strict safe working environment strategy for the safety of staff and visitors on the site. This will include managing the operation of the site, security and facility management of the building. Currently this is being undertaken by the Fleet Operations Manager. However, the responsibilities would be outside the scope of that job function, especially once a much larger and diverse operation is being managed on the site.

Therefore consideration will need to be given to some form of additional responsibility payment for one of the service managers to adopt this responsibility.

Resource Implications:

A budget requirement of around £755,000 plus fees and fit out costs associated with the PWC Accommodation Review and including a contingency sum, which is to be met from the Housing Revenue Account (HRA).

Legal and Governance Implications:

Health and Safety at Work Act sets obligations on the Council to provide a safe working environment for staff and visitors.

Safer, Cleaner and Greener Implications:

By providing off-site staff parking, it would create a safer working environment at the Oakwood Hill Depot.

Using an existing Depot facility, is a safer, cleaner and greener alternative to building a new hub facility in North Weald; more so, since the largest concentration of Council properties is in the South of the District, which would reduce travelling time and fuel usage for the Repairs Service fleet.

Consultation Undertaken:

Senior staff within the four service areas (Housing Repairs, Housing Assets, Ground Maintenance and Fleet Operations) have been consulted and support the proposals.

The Assistant Director (Development Management) has been consulted on the Planning issues, who has no objections at this stage and supports the development proposals for the site.

Background Papers:

The costed options report produced by Stace LLP including advantages, disadvantages and risks

Risk Management:

The risks associated with each of the options considered as part of the feasibility study are contained in the options report produced by Stace LLP. Risks associated with the safe working environment for staff and visitors have led to the preferred option set out in the recommendations and the body of the report.

The Council would be exposed to a significant risk if Planning Permission is not granted for the off-site parking as all staff based at Oakwood Hill would have no other alternatives for parking their vehicles. The risk would be such that the Housing Repairs Service and the

Housing Assets teams could not relocate to the Oakwood Hill Depot, which in turn could jeopardise the St John's School redevelopment.

Equality Analysis:

The Equality Act 2010 requires that the Public Sector Equality Duty is actively applied in decision-making. This means that the equality information provided to accompany this report is essential reading for all members involved in the consideration of this report. The equality information is provided at Appendix 3 to the report.

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Equality Impact Assessment

Section 1: Identifying details
Your function, service area and team: Assistant Director Housing Property and Development
If you are submitting this EqlA on behalf of another function, service area or team, specify the originating function, service area or team:
Title of policy or decision: Relocation of Housing Repairs Service and Housing Assets to Oakwood Hill Depot.
Officer completing the EqlA: Mary Masterson Tel: X2132 Email: mmasterson@eppingforestdc.gov.uk
Date of completing the assessment: August 2017

Section 2: Policy to be analysed	
2.1	Is this a new policy (or decision) or a change to an existing policy, practice or project? Relocation of Housing Repairs Service and Housing Assets staff to Oakwood Hill Depot
2.2	Describe the main aims, objectives and purpose of the policy (or decision): All of the Housing Repairs Service and Housing Assets Departments will be located within one location.
	What outcome(s) are you hoping to achieve (ie decommissioning or commissioning a service)?
	<ul style="list-style-type: none"> • Enhance communications within the department; • Reduce areas of duplication; • Free up the space that is currently used by these departments at Epping Civic Offices. • Enable the redevelopment at St Johns Road • Increased efficiency between Housing Repairs and Fleet Operations
2.3	Does or will the policy or decision affect: <ul style="list-style-type: none"> • service users • employees • the wider community or groups of people, particularly where there are areas of known inequalities?
	It will affect employees.
	Will the policy or decision influence how organisations operate?
	Yes. It will impact on the Grounds Maintenance and Fleet Operations Team, as they are already utilising the site. Housing Repairs and Housing Assets are currently not co-located, therefore, by bringing all of these teams together there will be operational changes that will need to take place. By introducing additional teams onto the Oakwood Hill Depot site there will be a need to identify a single Responsible Officer to manage the site.
2.4	Will the policy or decision involve substantial changes in resources?
	No, there are no plans to restructure as a result of this change.

2.5	Is this policy or decision associated with any of the Council's other policies and how, if applicable, does the proposed policy support corporate outcomes?
	This relocation is integral to the Council's wider Accommodation Review and Transformation Programme.

Section 3: Evidence/data about the user population and consultation¹

As a minimum you must consider what is known about the population likely to be affected which will support your understanding of the impact of the policy, eg service uptake/usage, customer satisfaction surveys, staffing data, performance data, research information (national, regional and local data sources).

3.0 Reference Material

Age

Staff [Data from HR](#)

[ONS Subnational population projections for England 2012 – based on 2011 Census](#)

- 22.3% of the EFD population is aged 65 years and over and life expectancy is increasing;
- 5% population growth rate for the Epping Forest District.

[Impact of an ageing population study Epping Forest District](#)

- Between 2015 and 2025 it is anticipated that the number of over 65's in Epping Forest will increase from 25,400 to 30,000 and over 50's – 64's, from around 24,200 to 27,400.
- 2013 there were 1,855 Dementia sufferers, by 2025 the number is expected to be 2,553 (37.6%).

Disability

Staff [Data from HR](#)

Essex coalition of disabled people (ECDP)

- Disabled people are underrepresented in the workplace and work with employers is required to increase the number of disabled adults in the work place.
- Almost half (48%) of disabled people were dissatisfied with access to high street services in general. This is despite the view that 'things are slowly getting better' 65% of respondents felt that there had been no improvement to disabled access in the past five years.

<http://www.ecdp.org.uk/> & <http://www.bluebadgestyle.com/>

Oakwood Hill Depot




The Oakwood Hill building already has the below accessed by both staff and customers: -

- Disabled parking spaces;
- Accessible toilets;
- Currently customers need to travel upstairs (via lift or stairs) to access the M.O.T. and Service payment office.

Gender

Staff [Data from HR](#)

Marriage / Civil Partnerships

Staff	Data from HR
No relevant data found	
Pregnancy / maternity & Dependents/Carers	
Staff	Data from HR
No relevant data found	
Race	
Staff	Data from HR
Religion / belief	
Staff	Data from HR
Sexual orientation and Gender reassignment	
Staff	Data from HR
Staff	
<ul style="list-style-type: none"> Planned move of Housing Repairs Service Department to Oakwood Hill has been well communicated to all relevant staff, via staff briefings and correspondence and team meetings. The Managers of both Housing Repairs and Housing Assets are members of the Project Team, which enables them to disseminate the relevant information to their teams Number of staff affected by the relocation HR to reply with data All members of the department will be based in one location; this will enhance communication along with teambuilding by staff being able to address queries at an earlier stage. Relocation of work premises will have various impacts on staffs journey to and from work, some will benefit others will have longer journeys. Staff will not have access to onsite car parking. 	
Other	
All Housing Repair Service and Housing Assets Customers	
EFDC Repairs and Improvements & Repairs recharge costs 2017	
Council residents are able to report the faults by phone, email or via the mobile app. No change to the service.	
 Communities Business Plan - 201	HPD 3: (page 3) <ul style="list-style-type: none"> Co-locate the Housing Repairs Service at the Oakwood Hill Depot (Corporate Plan Aim)
  Epping-Forest-Draft- SLAA-population-for Local-Plan-SINGLE-AV ecasting.pdf	<ul style="list-style-type: none"> Draft Plan - St Johns redevelopment guided by the St John's Road Development Brief (2012). SLAA - Identified St John's Road Area as suitable for intensification.

3.1	What does the information tell you about those groups identified?
3.2	<p>Have you consulted or involved those groups that are likely to be affected by the policy or decision you want to implement? If so, what were their views and how have their views influenced your decision?</p> <p>Yes. Staff briefings, correspondence and team meetings have taken place. The Managers of both Housing Repairs and Housing Assets are members of the Project Team, which enables them to disseminate the relevant information to their teams.</p>
3.3	<p>If you have not consulted or engaged with communities that are likely to be affected by the policy or decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary:</p>

Section 4: Impact of policy or decision

Use this section to assess any potential impact on equality groups based on what you now know.

Description of impact	Nature of impact Positive, neutral, adverse (explain why)	Extent of impact Low, medium, high (use L, M or H)
Age	<p>Positive:</p> <ul style="list-style-type: none"> The district has an ageing population which will naturally increase the volume of work for the Housing Repairs Services Department; the department located in one place will reduce the possible blockages within the process as they can physically work together and aid communication across the department and the customer. <p>Neutral:</p> <ul style="list-style-type: none"> Customers will still be able to log repair requests as normal via phone, email or mobile application. They can also visit the Offices in Epping, Limes Farm or Debden to report a repair in person. This service will remain the same. <p>Negative:</p> <ul style="list-style-type: none"> Currently the M.O.T. and Service Payment area is on the first floor. Customers access this area via the stairs or lift, which could be an extra effort for those with disability/mobility issues or caring responsibilities. Solution: move payment area to the ground floor reducing the need for customers to venture anywhere else in the building. Also improving security and Health and Safety responsibilities of identifying who is in what part of the building during the activation of a fire alarm. 	L
Disability		L
Pregnancy / maternity / caring / dependent responsibilities		L
Religion/belief	Awaiting Data from HR	L
Gender	Separate facilities, and accessible toilet.	L
Gender reassignment	Separate facilities, and accessible toilet.	L
Marriage/civil partnership	None identified	None identified
Race	Wash facilities are available for staff to use. Kitchen areas are available for tradesmen on the ground floor and one on the first floor for office based staff.	L
Sexual orientation	None identified	None identified
Staff	<p>Positive</p> <ul style="list-style-type: none"> Some staff may have their journey to work and home reduced due to the relocation; Increase Team Building relationships as staff are able to work together in one location; Reduce communication issues as staff are in one location and not spread across the 	L

	<p>district.</p> <ul style="list-style-type: none"> • Team meetings will be easier and all staff will receive communications at the same time; • Tradesmen will have access to lockers. <p>Negative:</p> <ul style="list-style-type: none"> • Some staff may have their journey to work and home lengthen due to the relocation; • Managers will need to consider and discuss any issues that arise: - <ul style="list-style-type: none"> ○ Change of working hours; ○ Adaptions to workstations due to any issues identified in the DSE assessments - the Transformation / accommodation strategy is yet to confirm the corporate design theme for offices, open plan offices, breakout areas and furniture. • Members of staff will not have onsite car parking: - <ul style="list-style-type: none"> ○ Consideration need to be given to providing staff with safe and secure car parking facilities. ○ The parking area and route to and from would need to have adequate lighting and CCTV. ○ When the Depot is closed the parking area could be utilised by residents and visitors to the nearby Nature Reserve. 	<p>M?????????</p>
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Section 5: Conclusion			
		Tick Yes/No as appropriate	
5.1	Does the EqlA in Section 4 indicate that the policy or decision would have a medium or high adverse impact on one or more equality groups?	No <input type="checkbox"/>	
		Yes <input type="checkbox"/>	If 'YES' , use the action plan at Section 6 to describe the adverse impacts and what mitigating actions you could put in place.

Section 6: Action plan to address and monitor adverse impacts

What are the potential adverse impacts?	What are the mitigating actions?	Date they will be achieved.

Section 7: Sign off

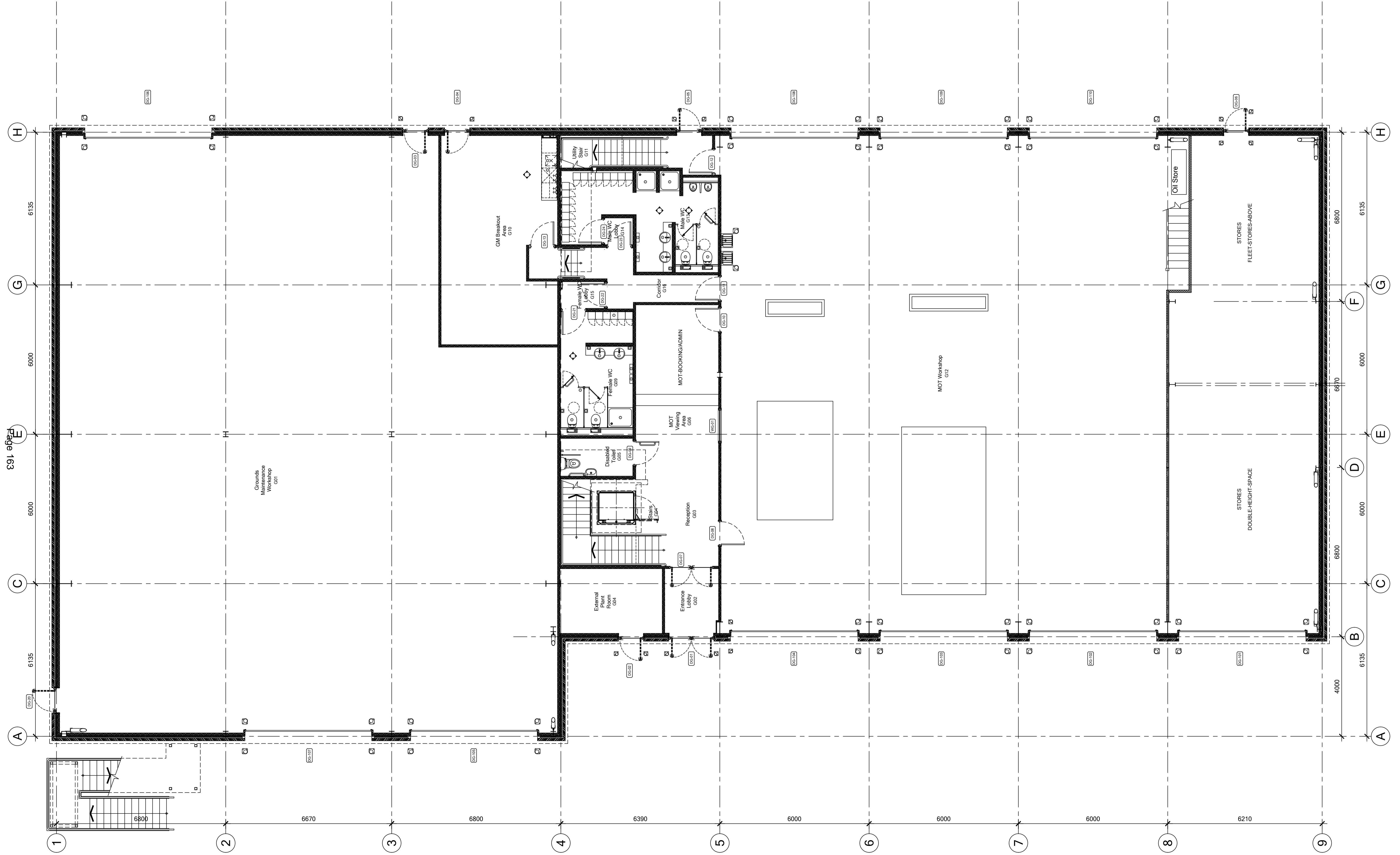
**I confirm that this initial analysis has been completed appropriately.
(A typed signature is sufficient.)**

Signature of Head of Service:	Date:
Signature of person completing the EqIA: Mary Masterson	10/8/17

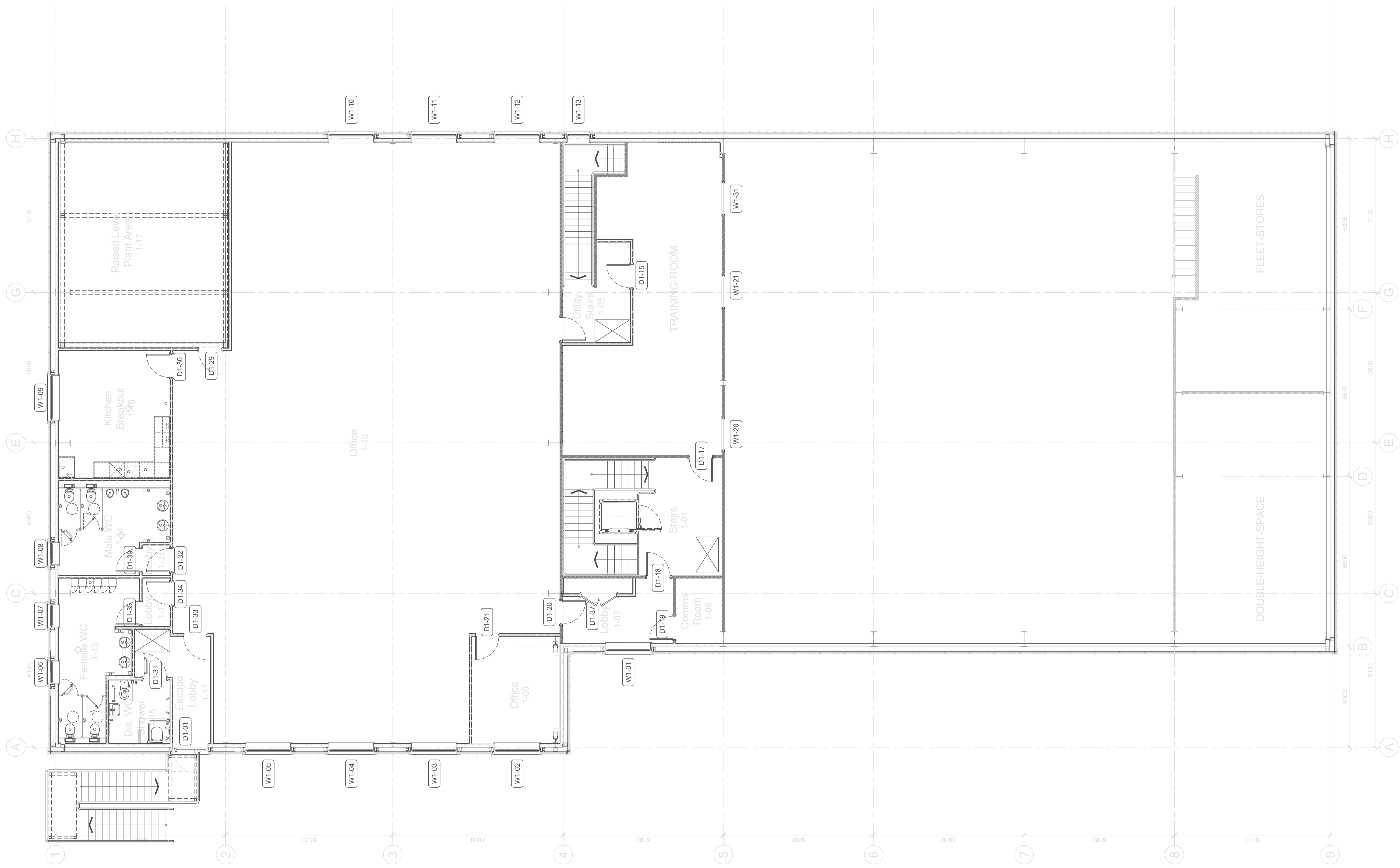
Advice

Keep your director informed of all equality & diversity issues. We recommend that you forward a copy of every EqIA you undertake to the director responsible for the service area. Retain a copy of this EqIA for your records. If this EqIA relates to a continuing project, ensure this document is kept under review and updated, eg after a consultation has been undertaken.

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Report to the Cabinet

Report reference: C-014-2017/18
Date of meeting: 7 September 2017



**Epping Forest
District Council**

Portfolio: Technology and Support Services

Subject: Legal Services - Resources

Responsible Officer: Alison Mitchell (01992 564017).

Democratic Services: Gary Woodhall (01992 564470).

Decisions Required:

(1) That a Continuing Services Budget growth bid in the sum of £31,000 be made to convert the existing temporary Contracts Paralegal post to a permanent Contracts Officer Post commencing 1 April 2018, (grade 6, subject to job evaluation), effective from 1 April 2018; and

(2) That, subject to recommendation (1) above, to note the transfer of certain practice management duties from the Senior Lawyer to the Senior Legal Officer and Contracts Officer post, effective from 1 April 2018.

Executive Summary:

The purpose of this report is two-fold.

First, to secure the Contracts Officer post on a permanent basis from the beginning of the next financial year and consequently the CSB funding provision. There is also a pressing need to secure the member of staff who is now trained, undertaking a full caseload and has only six months left on the temporary contract. This post is demonstrably needed to address the continued client requirement for contract work, both large scale and routine. In addition, consultancy agreements and EU procurement advice and Framework contracts remain areas of high demand. To lose the resource entirely or to begin again to train a new, temporary officer is not a sustainable use of resources.

Second, to transfer the Lexcel aspects of the practice management role away from the Senior Lawyer post to create some additional time for specific planning work in anticipation of increased demand as the Local Plan progresses. This is not of course the entire answer but a step in the right direction.

It is likely that the legal service will require further review as part of the Corporate People Strategy as it seeks to pursue service sharing arrangements, but the need for the Contracts officer post is long term and cannot await that larger project.

Reasons for Proposed Decision:

The number and complexity of contracts – in particular Waste, Leisure and parking – justified a temporary post to assist with the more routine work. The current post holder has been employed for two years and there is a continuing need for this resource. Building and consultants contracts for the redevelopment of the Council garage sites, the contracts for the works to be carried out to

the Civic Offices as part of the Transformation programme and Local Plan consultancy contracts – including post adoption implementation are the areas currently identified as being additional to the various day to day workload.

Lexcel and procurement of on-line library services is currently managed by the Senior Lawyer, a post predominantly undertaking specialist planning work. By locating this work with the Senior Legal Officer, supported by the Contracts Officer post it releases some resource in anticipation of increased demand from planning.

As part of the Lexcel accreditation, the legal service carries out a yearly consultation with its instructing Directorates. The quality of the professional work is recognised but client services indicate they feel there is a lack of resource. Losing the contract support would not meet client demand.

Legal is exploring shared services with other Councils. In order to do so from a position of strength it is essential to establish a stable, resourced in house team.

Other Options for Action:

Do Nothing - Contract and other work will not be completed within acceptable timescales and the additional planning resource will not be available. This could result in delays and a potentially ironic increase in the need for outsourced contracts.

Extend the temporary contract – This would only be possible for a further 2 years before the staff member became permanent. The post holder has received training from senior colleagues and gained experience which would be lost as the post holder seeks a permanent position and would undoubtedly secure a post elsewhere. The work load is not temporary and the issue of senior staff again training a new, temporary officer has implications on both workload and morale.

Report:

1. Changing national and European legislation, including regulations, relating to public sector contracts, together with the size and complexity of the Contracts themselves, means that the advice required, pre and post contract, is increasing. A temporary member of staff was employed initially for a one year period to address the increased workload and allow levels of work to be monitored over a reasonable period. The post was funded by the Neighbourhoods Directorate as the larger contracts were related to Waste, Leisure and Parking. The work load did not diminish and the temporary contract was extended for a further year.

2. The member of staff has had in house training and gained valuable experience and now requires less supervision. This enables senior staff to deal with the more complex matters. In addition to drafting and advising on routine Contracts the post holder would assist the Senior Legal Officer in managing the legal case management system (Timebase), the electronic Terrier, Lexcel and the online library.

3. The Senior Lawyer predominantly undertakes specialist planning work but is currently also responsible for Lexcel and the legal library as well as undertaking some conveyancing work. Locating the practice management aspects of the work with the Senior Legal Officer, supported by the Contracts Officer post releases some resource in anticipation of increased demand for planning work in general and master planning in particular. This transfer of responsibilities would begin in April 2018 by which time a clearer picture of legal support to the adoption and implementation of a Local Plan will have emerged.

4. The CSB requirement to convert the temporary post to a permanent Contracts Officer is £31,000 including on costs.

5. To fully explore shared working arrangements the legal service requires, professional expertise, a stable structure with a flexible approach and files/documents available electronically. Rationalising roles and securing the permanent Contracts Officer post supports this aim.

6. The current legal services organisation chart is attached at Appendix to this report. Permanent posts are white, fixed term posts are highlighted.

Resource Implications:

CSB funding of £31,000 including on costs is required to fund the contracts officer post, subject to job evaluation.

Legal and Governance Implications:

The provision of timely professional advice supports the legal duties and the governance framework of the Council.

Safer, Cleaner and Greener Implications:

Use of technology will continue to reduce the requirements for paper files.

Consultation Undertaken:

Management Board
Legal Management Team

Background Papers:

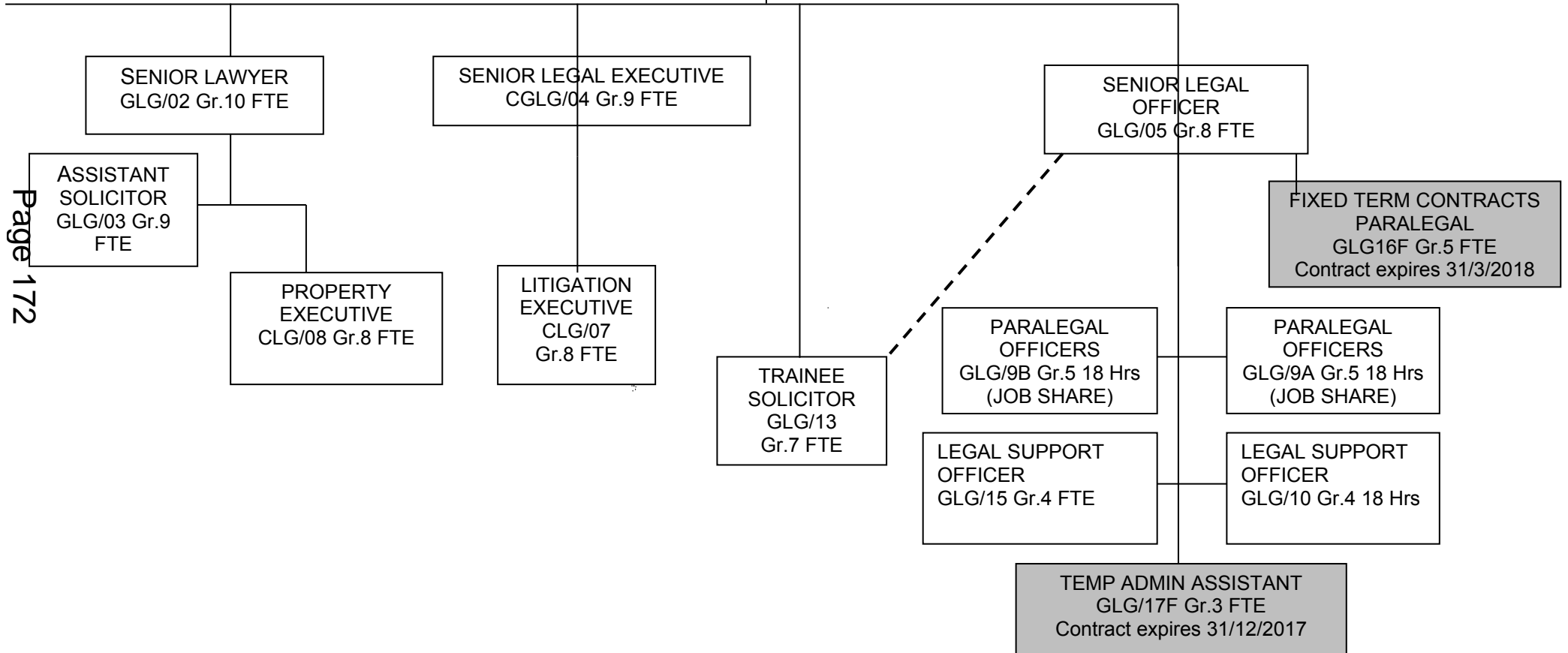
The Corporate Plan
The Service Area Plan

Risk Management:

Failure to resource the identified ongoing workload could lead to missed deadlines, rushed advice, increased stress levels and potential financial / reputational damage to the authority.

CURRENT ORGANISATION CHART LEGAL SERVICES

**ASSISTANT DIRECTOR (LEGAL SERVICES)
GLG/01 Gr. 12 FTE**



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Equality analysis report

Use this report template to record your equality analysis. This report is a written record that demonstrates that you have shown *due regard* to the need to **eliminate unlawful discrimination, advance equality of opportunity and foster good relations** with respect to the personal characteristics protected by equality law. Due regard must be paid at formative stages of policy or service development, changes, or withdrawal.

To assist you in completing this report, please ensure you read the guidance notes in the Equality Analysis Toolkit and refer to the following Factsheets:

- Factsheet 1: Equality Profile of the Epping Forest District
- Factsheet 2: Sources of information about equality protected characteristics
- Factsheet 3: Glossary of equality related terms
- Factsheet 4: Common misunderstandings about the Equality Duty
- Factsheet 5: Frequently asked questions
- Factsheet 6: Reporting equality analysis to a committee or other decision making body

If you require further help, please contact the Performance Improvement Unit.

Step 1. About the policy, service change or withdrawal

Name of the policy, service or project: <i>be specific</i>	Resourcing of Legal Service including realignment of Lexcel responsibilities.
Revised / new / withdrawal:	revised
Intended aims / outcomes/ changes:	To address a proven workload requirement and realign duties in preparation for anticipated areas of increased workload.
Relationship with other policies / projects:	The Corporate Plan The Service Area Plan Transformation
Name of senior manager for the policy / project:	Colleen O'Boyle – Director of Governance
Name of policy / project manager:	Alison Mitchell – Assistant Director (Legal)

Step 2. Decide if the policy, service change or withdrawal is equality relevant

<p>Does the policy / project / service process involve, or have consequences for employees or other people? If yes, please state who will be affected. If yes, then the policy / project is equality relevant.</p> <p>If no, state your reasons for this decision. Go to step 7.</p> <p><i>The majority of Council policies and projects are equality relevant because they affect employees or our communities in some way.</i></p>	<p>Yes.</p> <p>A member of staff will either exit due to a temporary contract terminating or assimilate into the new post.</p>
	<p>If no, state reasons for your decision:</p>

Step 3. Gather evidence to inform the equality analysis

What evidence have you gathered to help you understand the impact of your policy or service change or withdrawal on people? What does your evidence say about the people with the protected characteristics? If there is no evidence available for any of the characteristics, please explain why this is the case, and your plans to obtain relevant evidence. Please refer to Factsheet 2 ‘Sources of evidence for the protected characteristics’

<i>Characteristic</i>	<i>Evidence (name of research, report, guidance, data source etc)</i>	<i>What does this evidence tell you about people with the protected characteristics?</i>
Age	The changes relate to three posts and have no specific relevance to protected characteristics.	
Dependents / caring responsibilities		
Disability		
Gender reassignment		
Marriage and civil partnership		
Pregnancy and maternity		
Race / ethnicity		
Religion or belief		
Sex		
Sexual orientation		

Steps 4 & 5 Analyse the activity, policy or change (*The duty to eliminate unlawful discrimination*)

Based on the evidence you have analysed, describe any actual or likely adverse impacts that may arise as a result of the policy decision. Where actual or likely adverse impacts have been identified, you should also state what actions will be taken to mitigate that negative impact, ie what can the Council do to minimise the negative consequences of its decision or action.

<i>Characteristic</i>	<i>Actual or likely adverse impacts identified</i>	<i>Actions that are already or will be taken to reduce the negative effects identified</i>

Age	There are no characteristic specific impacts	
Dependents / caring responsibilities		
Disability		
Gender reassignment		
Marriage and civil partnership		
Pregnancy and maternity		
Race / ethnicity		
Religion or belief		
Sex		
Sexual orientation		

Step 6.

The duty to advance equality of opportunity

Can the policy, service or project help to advance equality of opportunity in any way? If yes, provide details. If no, provide reasons. *(Note: not relevant to marriage and civil partnership)*

<i>Characteristic</i>	<i>Ways that this policy, service or project can advance equality of opportunity</i>	<i>Why this policy, service or project cannot help to advance equality of opportunity:</i>
Age	None	
Dependents / caring responsibilities	Good Lexcel and other practice management controls can support flexibility in the way a person works	
Disability	Good Lexcel and other practice management controls can support flexibility in the way a person works	
Gender reassignment	None	
Pregnancy and maternity	Good Lexcel and other practice management controls can support flexibility in the way a person works	
Race / ethnicity	None	
Religion or belief	Good Lexcel and other practice management controls can support flexibility in the way a person works	
Sex	None	
Sexual orientation	None	

The duty to foster good relations

Can the policy, service or project help to foster good relations in any way? If yes, provide details. If no, provide reasons. (Note: not relevant to marriage and civil partnership)

Characteristic	How this policy, service or project can foster good relations:	Why this policy, service or project cannot help to foster good relations:
Age	This policy will assist officers from other services also to access to some Corporate Records digitally e.g. land ownership.	
Dependents / caring responsibilities		
Disability		
Gender reassignment		
Pregnancy and maternity		
Race / ethnicity		
Religion or belief		
Sex		
Sexual orientation		

Step 7. Documentation and Authorisation

Summary of actions to be taken as a result of this analysis (add additional rows as required):	Name and job title of responsible officer	How and when progress against this action will be reported
1. Ensure that the flexible working approach is communicated and continues to be implemented.	Alison Mitchell Assistant Director (Legal)	Throughout transformation
2.		
3.		

Name and job title of officer completing this analysis:	Alison Mitchell (Assistant Director Legal)
Date of completion:	4/08/2017
Name & job title of responsible officer: (If you have any doubts about the completeness or sufficiency of this equality analysis, advice and support are available from the Performance Improvement Unit)	Colleen O'Boyle Director of Governance
Date of authorisation:	11/08/17
Date signed copy and electronic copy forwarded to	

Step 8. Report your equality analysis to decision makers:

Your findings from this analysis (and any previous analysis) must be made available to a decision making body when it is considering the relevant service or policy.

Therefore you must:

- reflect the findings from this analysis in a 'Due Regard Record' (template available), and attach it as an appendix to your report. The Record can be updated as your policy or service changes develop, and it exists as a log of evidence of due regard;
- Include this equality information in your verbal report to agenda planning groups or directly to portfolio holders and other decision making groups.

Your summary of equality analysis must include the following information:

- if this policy, service change or withdrawal is relevant to equality, and if not, why not;
- the evidence base (information / data / research / feedback / consultation) you used to help you understand the impact of what you are doing or are proposing to do on people with protected characteristics;
- what the evidence base (information / data / research / feedback / consultation) told you about people with protected characteristics;
- what you found when you used that evidence base to assess the impact on people with the protected characteristics;
- whether or not your policy or service changes could help to advance quality of opportunity for people with any of the protected characteristics;
- whether or not your policy or service changes could help to foster good relations between communities.

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