

## Select Committee Agenda



# SCRUTINY

 Epping Forest District Council

### **Neighbourhoods Select Committee Tuesday, 13th September, 2016**

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

**Council Chamber, Civic Offices, High Street, Epping  
on Tuesday, 13th September, 2016  
at 7.30 pm .**

**Glen Chipp  
Chief Executive**

**Democratic Services  
Officer**

M Jenkins, Directorate of Governance  
email: [democraticservices@eppingforestdc.gov.uk](mailto:democraticservices@eppingforestdc.gov.uk) Tel:  
01992 564607

#### **Members:**

Councillors N Bedford (Chairman), H Brady (Vice-Chairman), N Avey, R Baldwin, L Hughes, J Jennings, R Morgan, S Neville, A Patel, C P Pond, B Rolfe, M Sartin, G Shiell, E Webster and J H Whitehouse

**PLEASE NOTE THIS MEETING IS OPEN TO ALL MEMBERS TO ATTEND**

**SUBSTITUTE NOMINATION DEADLINE:**

**6.30 PM**

#### **WEBCASTING NOTICE**

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**1. WEBCASTING INTRODUCTION**

1. This meeting is to be webcast. Members are reminded of the need to activate their microphones before speaking.

2. The Chairman will read the following announcement:

“This meeting will be webcast live to the Internet and will be archived for later viewing. Copies of recordings may be made available on request.

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**2. APOLOGIES FOR ABSENCE**

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

(Director of Governance) To report the appointment of any substitute members for the meeting.

**4. NOTES OF THE LAST MEETING (Pages 5 - 14)**

To agree the notes of the last meeting held on 28 June 2016.

**5. DECLARATIONS OF INTEREST**

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

In considering whether to declare a pecuniary or a non-pecuniary interest under the Code of Conduct, Overview & Scrutiny members are asked pay particular attention to paragraph 9 of the Code in addition to the more familiar requirements.

This requires the declaration of a non-pecuniary interest in any matter before an OS Committee which relates to a decision of or action by another Committee or Sub Committee of the Council, a Joint Committee or Joint Sub Committee in which the Council is involved and of which the Councillor is also a member.

Paragraph 9 does not refer to Cabinet decisions or attendance at an OS meeting purely for the purpose of answering questions or providing information on such a matter.

**6. THE SURFACE WATER MANAGEMENT PLAN FOR LOUGHTON, BUCKHURST HILL AND THEYDON BOIS**

To receive a presentation by consultants and EFDC officers from the Engineering, Drainage and Water Teams.

**Background**

Officers from the Council's Engineering, Drainage and Water Team have been working with Essex County Council's (ECC) Flood Team, consultants and other stakeholders to produce a Surface Water Management Plan (SWMP) for Loughton, Buckhurst Hill and Theydon Bois. The report outlines the predicted risk and preferred surface water management strategy for these areas. In this context surface water flooding describes flooding from sewers, drains, groundwater and runoff from land, small watercourses and ditches that occur as a result of heavy rainfall.

A four phase approach has been undertaken in line with Defra's SWMP technical guidance 2010. The areas identified to be at more significant risk have been delineated into Critical Drainage Areas (CDAs) representing the contributing catchment area and features that influence the predicted flood extent. Within the study area a total of seven CDAs have been identified. For each CDA site specific measures have been identified that could be considered to help reduce the risk of surface water flooding. The process establishes a long term action plan for ECC, EFDC and other Flood Management Authorities to assist in their roles under the Flood and Water Management Act 2010.

Amongst other measures, the long term action plan proposes flood mitigation planning policies, in the main, by the use of Sustainable Drainage Systems (SuDs). The SWMP will be fed into the new Local Plan and should form part of the Council's Development Control policies.

These areas are the first within Epping District to be subject to a SWMP, because:-

- i. Defra's National Rank Order of Settlements Susceptible to Surface Water Flooding (Defra 2009) indicates that Loughton area is vulnerable to surface water flooding and is ranked 313<sup>th</sup> out of 4,215 settlements in England, with an estimated 1,000 at risk of flooding. The Defra document did not contain any information regarding the vulnerability or flood risk for Buckhurst Hill or Theydon Bois but due to historical flooding events it was decided to assess these areas as part of the SWMP; and
- ii. As part of its duties created by the Flood and Water Management Act 2010, ECC (as the Lead Local Flood Risk Authority for Essex) produced in January 2011 a Preliminary Flood Risk Assessment (PFRA). This PFRA identified the Loughton Area as a Tier 1 at risk area.

A presentation on the SWMP will be given by Capita the consultants who led on the project. Lucy Shepard, Essex County Council's Lead Flood Investigation Officer, along with officers from EFDC, will also be present to help answer any questions.

## **7. FLY-TIPPING - ENFORCEMENT AND CLEARANCE**

(Director of Neighbourhoods) to receive a verbal update on Fly-tipping in our district.

## **8. KEY PERFORMANCE INDICATORS 2016/17 - QUARTER 1 PERFORMANCE (Pages 15 - 34)**

(Director of Governance) to consider the attached report.

**9. CORPORATE PLAN KEY ACTION PLAN 2016/17 - QUARTERLY REVIEW (Pages 35 - 42)**

(Director of Governance) – to consider the attached report.

**10. TERMS OF REFERENCE AND WORK PROGRAMME (Pages 43 - 46)**

(Chairman / Lead Officer) The Overview and Scrutiny Committee has agreed the Terms of Reference of this Committee. This is attached along with an ongoing work programme. Members are asked at each meeting to review both documents.

Work Programme

At the joint meeting of O&S and Select Committee Chairmen and Vice Chairmen Co-ordinating Group held on 30 June 2016; the following additional matters for inclusion in this Committee's work programme was identified. The additional items are:

- Review of Land Drainage arrangements (on this agenda); and
- Review of arrangements for ensuring the behaviour of licenced taxi drivers.

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

To consider which reports are ready to be submitted to the Overview and Scrutiny Committee at its next meeting.

**EPPING FOREST DISTRICT COUNCIL  
NOTES OF A MEETING OF NEIGHBOURHOODS SELECT COMMITTEE  
HELD ON TUESDAY, 28 JUNE 2016  
IN COMMITTEE ROOM 1, CIVIC OFFICES, HIGH STREET, EPPING  
AT 7.30 - 9.20 PM**

|                               |   |
|-------------------------------|---|
| <b>Members Present:</b>       | N Bedford (Chairman), H Brady (Vice-Chairman), R Baldwin, L Hughes, R Morgan, S Neville, A Patel, C P Pond, B Rolfe, M Sartin, G Shiell, E Webster and J H Whitehouse   |
| <b>Other members present:</b> | W Breare-Hall and J Philip  |
| <b>Apologies for Absence:</b> | N Avey and J Jennings   |
| <b>Officers Present</b>       | D Macnab (Deputy Chief Executive and Director of Neighbourhoods), K Durrani (Assistant Director (Technical Services)), L Swan (Assistant Director (Private Sector Housing & Communities Support)), E A Ainslie (Environmental Co-Ordinator) and A Hendry (Senior Democratic Services Officer) |

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

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

**2. NOTES OF THE LAST MEETING**

The notes of the last meeting held on 15 March 2016 were agreed.

**3. DECLARATIONS OF INTEREST**

There were no declarations of interest made pursuant to the Members Code of Conduct.

**4. DRAFT TERMS OF REFERENCE AND WORK PROGRAMME**

**Terms of Reference**

The Committee considered their newly amended Terms of Reference which omitted reference from the newly established Communities Select Committee. They noted that each Select Committee was now aligned to their corresponding directorates and agreed their proposed Terms of Reference.

**Work Programme**

The Committee next considered their work programme and noted the cyclical items that were that were populating the current programme. The Committee agreed the programme noting that they could ask for items to be added during the course of the year as long as it was within their Terms of Reference.

## 5. LOCAL PLAN UPDATE

The Director of Neighbourhoods introduced the Local Plan Update report. The Committee noted that an updated Local Plan Development Scheme was due to go to Cabinet on 21 July 2016 which reflected the new timescales for the development of the Local Plan. They noted that the key milestones prior to the consultation on the Draft Plan were:

- 08 October 2016 – report to Cabinet to consider draft plan for consultation;
- 18 October 2016 – report to Full Council; and
- 31 October 2016 – start of 6 week formal consultation.

This would tie in with the publications of draft plans by East Herts, Uttlesford and Harlow Districts seeking representations on soundness under Regulation 19 of the Local Plan regulations.

The Committee noted that the government had made it clear that they expected that all local planning authorities should have a post National Planning Policy Framework (NPPF) local plan in place and had set out their commitments to take action to get plans in place and ensure there were up to date policies. One of the penalties proposed for not having produced a plan was the loss of new homes bonus. Epping Forest was one of the 21 authorities at risk of intervention.

Under the duty to cooperate, the Sustainable Development Board was provided with an update on progress with the evaluation of the 5 spatial options previously agreed for testing and work was underway to evaluate the options through transport modelling, sustainability appraisal, deliverability appraisal and the habitat regulations assessment. The Board also received three draft memoranda of understanding, one with Highways England to cover strategic transport matters (including junction 7a), one with Natural England to cover air quality and a third to set out the vision for the SHMA area and agree the distribution of growth.

Various Member workshops have been held recently, one on climate change and one on transport accessibility and parking standards. Further workshops were planned for 16 July and 28 July 2016.

It was noted that the green belt review had largely been concluded and that the examiner's report for the Moreton, Bobbingworth and the Lavers Neighbourhood Plan had been received. The examiner found that it did not meet the basic conditions and as required it was proposed to report this to the Cabinet on 21 July with a recommendation that the plan does not go to referendum.

Councillor Bedford noted that by September last year Highways England had not signed up to anything; had there been any movement since? The Planning Policy Portfolio Holder, Councillor Philip said that officers and members from this and other authorities had met with the under secretary for Transport recently where they asked for more cooperation and expressed their disappointment with them. A sensible strategy on transport was needed to enable us to progress our plan. Highways England should now be more helpful and cooperative.

Councillor Janet Whitehouse asked what the consultation would be on. Councillor Philip replied that it would be on our preferred option and everything to do with the local plan. Councillor Whitehouse commented that this would be a wide ranging consultation, were there any plans for exhibitions to go around the district? She was

told that they were planning it now with an outside PR company; to have a roving exhibition, a permanent exhibition and also something on line. There will also be a half day workshop on this.

Councillor Patel asked if we could comment on the draft plans of our neighbouring authorities. Councillor Philip said that we would comment on their draft plans and would be looking at their soundness. Details would be published in the Bulletin. Mr Macnab added that we would make formal responses to these consultations and put links to them on our website.

Councillor Caroline Pond asked if there would be an all resident consultation. Mr Macnab said that it would go out to all residents for a formal period of six weeks before it went to Council. Councillor Philip added that they would not be sending the full thing to residents but a summary; it would also be available on line and would be published in the Cabinet agenda.

Councillor Neville commented that if the meeting dates of this Select Committee did not fall in line with the consultation dates, could it be taken to the main Overview and Scrutiny Committee. He was told that they were happy to bring the consultation to all members.

Councillor Sartin noted that we were doing a Regulation 18 consultation while others were doing a Regulation 19, have they missed out this stage. Councillor Philip said that regulations allowed them to go to Regulation 19, but if they get too many questions on this they may have to go back. We will get on to Regulation 19 later on.

Councillor Patel asked about the examiners report on the Moreton, Bobbingworth and Lavers Neighbourhood Plan and if we could put together a summary of lessons learnt about this. Councillor Philip said that they could, but they did not know as yet what would happen. When we do, we would write a report to the Cabinet and they could decide if we had a good case to go to referendum. Mr Macnab noted that we could look at the draft Neighbourhood plans and offer advice.

#### **RESOLVED:**

That the progress on the Local Plan was noted.

## **6. KEY PERFORMANCE INDICATORS 2015/16 - Q4 (OUTTURN) PERFORMANCE**

The Director of Neighbourhoods introduced the quarter 4 outturn report for the Key Performance Indicators for 2015/16. The Committee noted that as part of the duty to secure continuous improvement, a range of Key Performance Indicators (KPI) relevant to the Council's services and key objectives, are adopted each year by the Finance and Performance Management Cabinet Committee. Performance against the KPIs was monitored on a quarterly basis by Management Board and Overview and Scrutiny to drive improvement in performance and ensure corrective action was taken where necessary.

In this case the quarterly measurements would start from the start of the financial, 1<sup>st</sup> April.

A range of thirty-six (36) Key Performance Indicators (KPIs) for 2015/16 was adopted by the Finance and Performance Management Cabinet Committee in March 2015. The KPIs were important to the improvement of the Council's services, and comprise

a combination of some former statutory indicators and locally determined performance measures. The overall position for all 36 KPIs at the end of the year was as follows:

- (a) 27 (75%) indicators achieved target;
- (b) 9 (25%) indicators did not achieve target; although
- (c) 1 (3 %) of these KPIs performed within its tolerated amber margin.

Twelve of the Key Performance Indicators fell within the Neighbourhoods Select Committee's areas of responsibility. The overall position with regard to the achievement of target performance at the end of the year for these indicators was as follows:

- (a) 7 (58%) indicators achieved target;
- (b) 5 (42%) indicators did not achieve target; although
- (c) 1 (8%) indicator performed within its tolerated amber margin.

The committee went on to review each indicator that looked to be in trouble and to question any inconsistencies that they came across.

**NEI001** – *how much non-recycled waste was collected for every household in the district* – Councillor Sartin asked what new ideas were coming forward to remedy this. She was told that officers had considered this that afternoon at the Waste Management Partnership Board, debating what was residual waste and what was fly-tipping. It may be that in the future fly-tipping may be stripped out. The Assistant Director, Technical, Mr Durrani said that we had adopted this as part of best practice, one lesson was to strip back the measurement and only measure what residents put in their non-recycling bin.

Councillor Bedford asked if there could be a centrally located collecting area for large items to help stop fly-tipping. Mr Durrani said that they could look at this. One problem was that once publicised it would become a de facto dumping ground and a fly-tipping point.

Councillor Bedford asked if there was a central map of where these tips occur and where we could set up covert cameras. Mr Durrani said that they were working with Biffa on this.

Councillor Bedford suggested that this Committee have a meeting on fly-tipping and have relevant officers come and talk to this problem. This was agreed by the committee.

**AGREED:** that a presentation be arranged on the problems and possible solutions of fly-tipping in the EFD area.

Councillor Whitehouse noted that she had seen bins with open lids with black bags sticking out. Mr Durrani said it was usually batteries or textiles that were placed on top. Officers were encouraging residents to recycle more and were also dissuading them on the misuse of the bins. They were focusing on this now that they had extra resources and Biffa were being helpful by taking away the extra bags for us. Councillor Whitehouse asked if they knew which residents were doing this. Mr Durrani said that they left stickers on the offending bins and got their names.

Councillor Shiell asked what would happen if we refused to collect and there was a build up of bags. Mr Durrani replied that at first a sticker was put on the bins but



they emptied it. This was a marker for the future. It may be that that a particular household needed a larger bin for a few years and this would be kept under review.

Councillor Brady asked if the Council was thinking of giving smaller black bins in the future if more recycling was done. She was told that if a smaller bin was wanted they would be given one. However, if they wanted a bigger one we would have to assess their needs. If given we would then reassess them after a few years to see if they can revert back to a smaller one.

Councillor Bedford asked if we actively target residents who may want smaller bins and could Biffa sticker people who they know could have smaller bins. Mr Durrani said this was possible but they needed to find a smarter way to do this.

**NEI002** – *what % of all household waste was sent to be recycled, reused or composted* - Councillor Neville asked about the collection to schools and were we contacting parish councils about educating them on recycling. Mr Durrani did not know about the school dates but noted that we had problems with recycling in flat blocks as the larger bins used tended to get contamination. They could provide the Town and Parish Councils information for their newsletters. Councillor Sartin noted that Officers did go out and about and give talks.

**NEI003** – *what % of our district had unacceptable levels of litter* – It was noted that our contractors were looking at this and noting how we could update our records more quickly to help us improve these figures.

**NEI004** – *what % of our district had unacceptable level of detritus* – this was similar to NEI003 due to our rural roads network. Biffa now have new equipment and were tackling this. Officers also carried out random surveys.

**NEI008** – *what % of the recorded incidences of fly-tipping...are removed within 10 working days of being recorded* – asked when and in what circumstances fly-tipping was removed Mr Durrani said that if it was on the public highway we would clear it. If on the road it was for the County Highways department to clear it. If on the public highway it should be removed as soon as possible. Complications arise if it is on private or unowned land. Officers would also have to find funding especially if it needed specialist clearing.

Councillor Rolfe commented that it seemed that it was left to Councillors to complain about fly-tipping. They were the ones that had to explain to residents it was County Highways or EFDC that needed to be told. The Council needs to sort out who was responsible and get things cleared up as soon as possible. Mr Durrani replied that they logged all reports for fly-tipping and prosecuted where they could. If it was within our remit we would pick it up. Officers would tell Biffa who would collect it within hours or a day. Again, problems would arise if it was hazardous waste. Another problem was if it was on private land, as we could not enter their land so would have to negotiate with the land owner. Something was always done when officers were informed, even if that's just reporting it to county.

#### **RESOLVED:**

- (1) That the committee reviewed and noted the Key performance Indicators within its areas of responsibility for 2015/16; and
- (2) That a presentation be arranged on the problems and possible solutions of fly-tipping in the EFD area.

## 7. CORPORATE PLAN KEY ACTION PLAN 2015-16 - Q4 (OUTTURN) POSITION

The Director of Neighbourhoods introduced the report on the quarter 4 outturn position of the Corporate Plan Key Action Plan (2015/16). The Corporate Plan was the Council's key strategic planning document, setting out its priorities over the five-year period from 2015/16 to 2019/20. The priorities or Corporate Aims are supported by Key Objectives, which provided a clear statement of the Council's overall intentions for these five years.

The Corporate Plan Key Action Plan for 2015/16 was agreed by the Cabinet in March 2015. Progress in relation to individual actions and deliverables are reviewed by the Cabinet and the Overview and Scrutiny Committee on a quarterly and outturn basis.

The Corporate Plan 2015-2020 was the Council's highest level strategic document. It set the strategic direction for the authority for the five year lifetime of the Plan. It focused on a number of key areas that the Council needed to focus on during that time and helped to prioritise resources to provide quality services and value for money. These key areas are known as the Corporate Aims and are supported by a set of Key Objectives which represent the Council's high-level initiatives and overarching goals to achieve the Corporate Aims. The Key Objectives are in turn, delivered via an annual Key Action Plan.

There are 55 actions in the Key Action Plan 2015/16. At the end of the year:

- 36 (65%) of these actions had been achieved by year end; and
- 19 (35%) of these actions had not been achieved by year end.

20 actions fell within the areas of responsibility of the Neighbourhoods Select Committee. At the end of the year:

- 11 (55%) of these actions had been achieved; and
- 9 (45%) of these actions had not been achieved by year end.

The Committee noted that:

- The St John's Road redevelopment scheme will have a report going to the July Cabinet meeting;
- That a report on a development partner for North Weald Airfield went to the January 2016 cabinet meeting;
- That an updating report on the Epping Forest Shopping Park will be going to the July cabinet meeting;
- Councillor Sartin had received reports that the sales people for the delivery of the Essex Superfast Broadband Project had been using bullying tactics. She was told that there had been issues subsidy in the urban areas where they were getting some competition. This would be investigated;
- Councillor Whitehouse asked when they could see the new Economic Development Plan for the District and was told that there would be a workshop for members in the near future;
- That planning permission had been granted for playing fields for the new secondary school on the Ongar Campus site.

**RESOLVED:**

That the Committee reviewed the outturn position of the Corporate Plan Key Action Plan for 2015/16 in relation to its area of responsibility.

**8. ENVIRONMENTAL CHARTER OBJECTIVES**

The report on the Councils Environmental Charter and objectives was introduced by the Environmental Co-ordinator, Liz Ainslie. In November 2015 the neighbourhood and Community services Select Committee had agreed that a draft environmental charter and action plan should be developed to replace the existing Climate Change Policy. It was further agreed that it should be brought back to the Select Committee for comment and agreement.

The outcome of these discussions was considered at the Green Working Party (GWP) on 7 December when it was agreed that the charter and action plan should be modelled on the 'Climate Local' methodology. This looks at various environmental commitments for a local authority and breaks them down into broad areas, such as Finance, Energy, the Natural Environment, etc. Within each area, suggestions are made for environmental commitments and associated actions. These documents now follow the format of Climate Local methodology but have been tailored to EFDC requirements.

The Environmental Charter is an overarching document to explain what we as EFDC (and the GWP) feel are our main commitments to the environment as the area leader.

The 'Commitments and Actions' is a document to demonstrate ways in which we are fulfilling our Charter. It was broken into three main headings with broad actions under each heading. The broad actions will then be supported by specific actions from the GWP work plan. Once actions have been completed they can be added to this document as a record of what has been achieved. In this way the work plan can be the "working document" which changes; supporting the overall commitments and actions document.

Councillor Whitehouse asked about objective S.08, working with the local tourist board on sustainable travel to the local sites, and what we were doing about using buses. Ms Ainslie replied that nothing specific was being done about the buses, but they were asking the companies how they could influence or give feedback on how to make things more robust, such as telling people how to get to the tourist destinations by public transport.

Councillor Neville noted S.01 on sustainability campaigns and training; and asked if members could be invited to the training sessions? He was told that they could.

Councillor Bedford commented that when we were notified that a bus service was withdrawn, we should ask why. Mr Macnab noted that this really came under the County Council's remit; but we could look at bus routes as a committee as part of our sustainability work. Ms Swan noted that the second recommendation of this report was to have an annual updating report on the Environmental Charter objectives and bus routes could be tackled there.

Councillor Neville noted the objective on seeking the view of residents on electric charging points, but wondered where this electricity was coming from. Ms Ainslie

replied that they had investigated charging points because a resident had asked them to. Officers could trial a rapid charge point here, with a one hour charge time, which would have to be paid for. The electricity would be gleaned from solar panels. Officers were still looking at setting up a trial. Mr Durrani added that facilities were involved in looking at this as it involved a council car park. It may need a policy change and we would need to find the money as we would need to provide a dedicated bay. It was in the pipeline and they were looking at this. Councillor Janet Whitehouse asked if the location of any chargers in the district could be put on our website.

**RESOLVED:**

- 1) That the Committee considered and commented on the Environmental Charter and recommended it to the Cabinet accordingly; and
- 2) That an item be put into the Committee's work programme to receive an annual report on the progress of the Charter against its Action Plan.

**9. CONSULTATION REPORT M11 JUNCTION 7A AND WIDENING OF GILDEN WAY**

The Committee received a late report on the ECC consultation on the M11 junction 7A (and widening of Gilden Way). They noted that Essex County Council was currently consulting on the provision and design of a new junction 7A on the M11, and the related widening of Gilden Way. The consultation was open until 6<sup>th</sup> July 2016. This consultation followed several years of work by the County Council in assessing various options to improve congestion, and also in assessing possibilities for junction 7A design and location. A number of exhibitions would be going around the district.

The County Council's own strategic options appraisal had shown that a new junction 7A was the best solution to overcome problems on the transport network in the area, particularly in and around Harlow. It was felt that this would not only benefit the residents, workers and visitors of Harlow, but also those of neighbouring areas such as Epping Forest District, as traffic congestion relating to accessing and exiting the M11, had long been a problem in the local area.

The proposal was for the new junction 7A to sit between junctions 7 (Harlow) and 8 (Bishop's Stortford), to the north east of Harlow town, on land within Epping Forest District. Specifically, the western half of the junction and the access roads into Harlow would sit within Lower Sheering ward, and the eastern half of the junction would sit just within Hastingwood, Matching and Sheering Village ward.

It was noted that this was being promoted by local authorities as it was not yet in the Highways England budget. The project also creates a spur going nowhere, this was to future proof the scheme but officers were unconvinced about this spur on the consultation. EFDC Members have previously raised concerns over the timing of the 'future-proofing' spur and roundabout which form part of Essex County Council's proposals. It was suggested that the Council included these concerns in its response, suggesting to Essex County Council that the phasing of delivery for these elements would need to be determined by the individual Districts' Local Plans, which were not yet available.

Councillor Waller, EFDC's Safer Greener and Transport Portfolio Holder, being unable to attend the meeting, sent in the following comments:

*“The so-called ‘future-proofing’ roundabout, which is a prominent feature on the plan, has been added at a late stage to reassure residents of Old Harlow who have been pressing for a northern by-pass of Harlow to relieve traffic on Gilden Way, that one day that by-pass may be built. Councillor Rodney Bass, the ECC Portfolio Holder, has come under pressure from those residents, but in reality ECC’s consultation document admits that such a by-pass may only be built in 20 years time or more, and currently the economic case for it is untenable. Because such a by-pass would have to be constructed on stilts crossing the Stort valley, it would be a very prominent feature in the landscape, quite close to Lower Sheering, and will be seen as a threat if the roundabout is included. The report coming before the Select Committee refers to the ‘future-proofing’ roundabout and suggests that this part of the scheme should be phased, which is a good thing, but it would be even better if the case against the roundabout (which would require traffic to brake and change gear, causing noise and pollution) could be strengthened.*

*Although the ECC consultation document incorporates traffic projections for various locations affected by the J7a link, it is notable that they are not included for The Street, Sheering Village and Sheering Lower Road. When challenged about this, ECC officers have given no good reason for the omissions, bringing about suspicions on the part of the Parish Council and individuals that they have been omitted because traffic is likely to increase. It would be good to challenge the County Council on this point.”*

Essex County Council had set out the following broad timetable in relation to their proposals:

- Summer 2016 - Analysis of consultation responses, and scheme refinements;
- Autumn 2016 - Preferred route announcement;
- Winter 2016 – Planning application to be submitted;
- Early 2019 – Start of construction, lasting about 2 years.

Officers and Members would continue to engage with Essex County Council (and Highways England) on junction 7A through formal consultations such as this one, and also, more regularly, through the Co-operation for Sustainable Development Member Board and the Co-operation for Sustainable Development Officer Group.

**RESOLVED:**

- (1) That this Council strongly supported the provision of a new junction 7A on the M11, as it would greatly improve the transport network and traffic management for the area, and it was necessary to support the growth of homes and jobs in the forthcoming Local Plans of EFDC and the other three West Essex/East Herts authorities; and
- (2) That Essex County Council should consider the phasing for delivery of the ‘future-proofing’ spur and roundabout as the need for this would be determined by the District Councils’ Local Plans which were not yet available.

**10. FUTURE MEETINGS**

The Committee noted the dates for their future meetings.



**Report to: Neighbourhoods Select Committee**

**Date of meeting: 13 September 2016**

**Portfolio:** Environment (Cllr Will Breare-Hall)

**Subject:** Key Performance Indicators 2016/17 - Quarter 1 Performance

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

**Democratic Services Officer:** Adrian Hendry (01992 564246)

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

- (1) That the Select Committee reviews Q1 performance in relation to the key performance indicators within its areas of responsibility.**

### **Executive Summary:**

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

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

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

The KPIs provide an opportunity for the Council to focus attention on how specific areas for improvement will be addressed, and how opportunities will be exploited and better outcomes delivered. It is important that relevant performance management processes are in place to review and monitor performance against the key performance indicators to ensure their continued achievability and relevance, and to identify proposals for appropriate corrective action in areas of slippage or under performance.

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

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

## **Report:**

1. A range of thirty-seven (37) Key Performance Indicators (KPIs) for 2016/17 was adopted by the Finance and Performance Management Cabinet Committee in March 2016. The KPIs are important to the improvement of the Council's services and the achievement of its key objectives, and comprise a combination of some former statutory indicators and locally determined performance measures. The aim of the KPIs is to direct improvement effort towards services and the national priorities and local challenges arising from the social, economic and environmental context of the district, that are the focus of the key objectives.

2. Progress in respect of each of the KPIs is reviewed by the relevant Portfolio Holder, Management Board, and overview and scrutiny at the conclusion of each quarter. This report provides an overview of all KPIs and includes in detail those indicators which fall within the areas of responsibility of the Neighbourhoods Select Committee

3. A headline end of Q1 performance summary in respect of the KPIs falling within the Neighbourhoods Select Committee's areas of responsibility for 2016/17, together with a detailed performance report for each of these indicators, is attached at Appendix 1 to this report. Attached at Appendix 2 is the Improvement plan NEI010 (Increase in homes) (no.), the Improvement Plans for the remaining indicators which failed to reach target for the quarter - NEI001(Non-recycled waste), NEI009 (Noise investigations), and NEI013 (Waste recycled) (%), being unavailable.

### **Key Performance Indicators 2016/17 - Quarter 1 Performance**

4. The overall position for **all** thirty-seven (37) KPIs at the end of the Quarter 1, was as follows:

- (a) 25 (68%) indicators achieved target;
- (b) 12 (32%) indicators did not achieve target, although
- (c) 3 (8%) of these indicators performed within the agreed tolerance for the indicator.
- (d) 28 (76%) of indicators are currently anticipated to achieve year-end target and a further 2 (5%) are uncertain whether they will achieve year-end target.

5. **Neighbourhoods Select Committee indicators** – Thirteen (13) of the Key Performance Indicators fall within the Neighbourhoods Select Committee's areas of responsibility. The overall position with regard to the achievement of target performance at Q1 for these thirteen (13) indicators, was as follows:

- (a) 9 (69%) indicators achieved target;
- (b) 4 (31%) indicators did not achieve target, and
- (c) 0 (0%) of these KPI's performed within the agreed tolerance for the indicator
- (d) 8 (62%) of indicators are currently anticipated to achieve year-end target, and a further 1 (8%) indicator is uncertain whether it will achieve year-end target.

6. The 'amber' performance status used in the KPI report identifies indicators that have missed the agreed target for the quarter, but where performance is within an agreed tolerance or range. The KPI tolerances were agreed by Management Board when targets for the KPIs were set in February 2016.

7. The Select Committee is requested to review Q1 performance for the KPIs within its areas of responsibility. The full set of KPIs will also be considered by the Finance and Performance Management Cabinet Committee on 15 September 2016.



**Resource Implications:** none for this report

**Legal and Governance Implications:** none for this report; however performance management of key activities is important to the achievement of value for money.

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

**Consultation Undertaken:** Relevant Select Committees and the Finance and Performance Management Cabinet Committee.

**Background Papers:** KPI submissions held by the Performance Improvement Unit.

**Impact Assessments:**

***Risk Management:*** none for this report

***Equality:*** none for this report.

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| Quarterly Indicators                 |                               | Quarter 1 |        | Quarter 2 |        | Quarter 3 |        | Quarter 4 |        | Is year-end target likely to be achieved? |
|--------------------------------------|-------------------------------|-----------|--------|-----------|--------|-----------|--------|-----------|--------|---|
|                                      |                               | Tgt       | Actual | Tgt       | Actual | Tgt       | Actual | Tgt       | Actual |   |
| <b>Neighbourhoods Quarterly KPIs</b> |                               |           |        |           |        |           |        |           |        |   |
| NEI001                               | (Non-recycled waste) (kg)     | 95        | 101    |           | 196    |           | 296    |           | 400    | No  |
| NEI003                               | (Litter) (%)                  | 8%        | 8%     |           | 8%     |           | 8%     |           | 8%     | No  |
| NEI004                               | (Detritus) (%)                | 10%       | 10%    |           | 10%    |           | 10%    |           | 10%    | No  |
| NEI005                               | (Neighbourhood issues) (%)    | 95.50%    | 98.82% |           | 95.50% |           | 95.50% |           | 95.50% | Yes                                       |
| NEI006                               | (Fly-tip investigations) (%)  | 92.00%    | 99.39% |           | 92.00% |           | 92.00% |           | 92.00% | Yes                                       |
| NEI007                               | (Fly-tip: contract) (%)       | 90.00%    | 93.72% |           | 90.00% |           | 90.00% |           | 90.00% | Yes                                       |
| NEI008                               | (Fly-tip: non-contract) (%)   | 90.00%    | 94.67% |           | 90.00% |           | 90.00% |           | 90.00% | No  |
| NEI009                               | (Noise investigations) (%)    | 90.00%    | 88.76% |           | 90.00% |           | 90.00% |           | 90.00% | Yes                                       |
| NEI010                               | (Increase in homes) (no.)     | 41        | 13     |           | 69     |           | 87     |           | 230    | Yes                                       |
| NEI011                               | (Commercial rent arrears) (%) | 2.5%      | 2.0%   |           | 2.5%   |           | 2.5%   |           | 2.5%   | Yes                                       |
| NEI012                               | (Commercial premises let) (%) | 98.00%    | 98.89% |           | 98.00% |           | 98.00% |           | 98.00% | Yes                                       |
| NEI013                               | (Waste recycled) (%)          | 30.00%    | 22.00% |           | 30.00% |           | 30.00% |           | 30.00% | Uncertain                                 |
| NEI014                               | Waste composted (%)           | 30.00%    | 37.64% |           | 30.00% |           | 30.00% |           | 30.00% | Yes                                       |

# NEI001 How much non-recycled waste was collected for every household in the district?

**Additional Information:** This indicator supports reductions in the amount of residual waste collected, through less overall waste and more reuse, recycling and composting. Quarterly targets and performance details for this indicator are measured in kilograms per household, and represent the cumulative total for the year to date.

For enquiries regarding this indicator contact the Performance Improvement Unit by email on [performance@eppingforestdc.gov.uk](mailto:performance@eppingforestdc.gov.uk) or by telephone on 01992 564042.

## Current and previous quarters performance



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

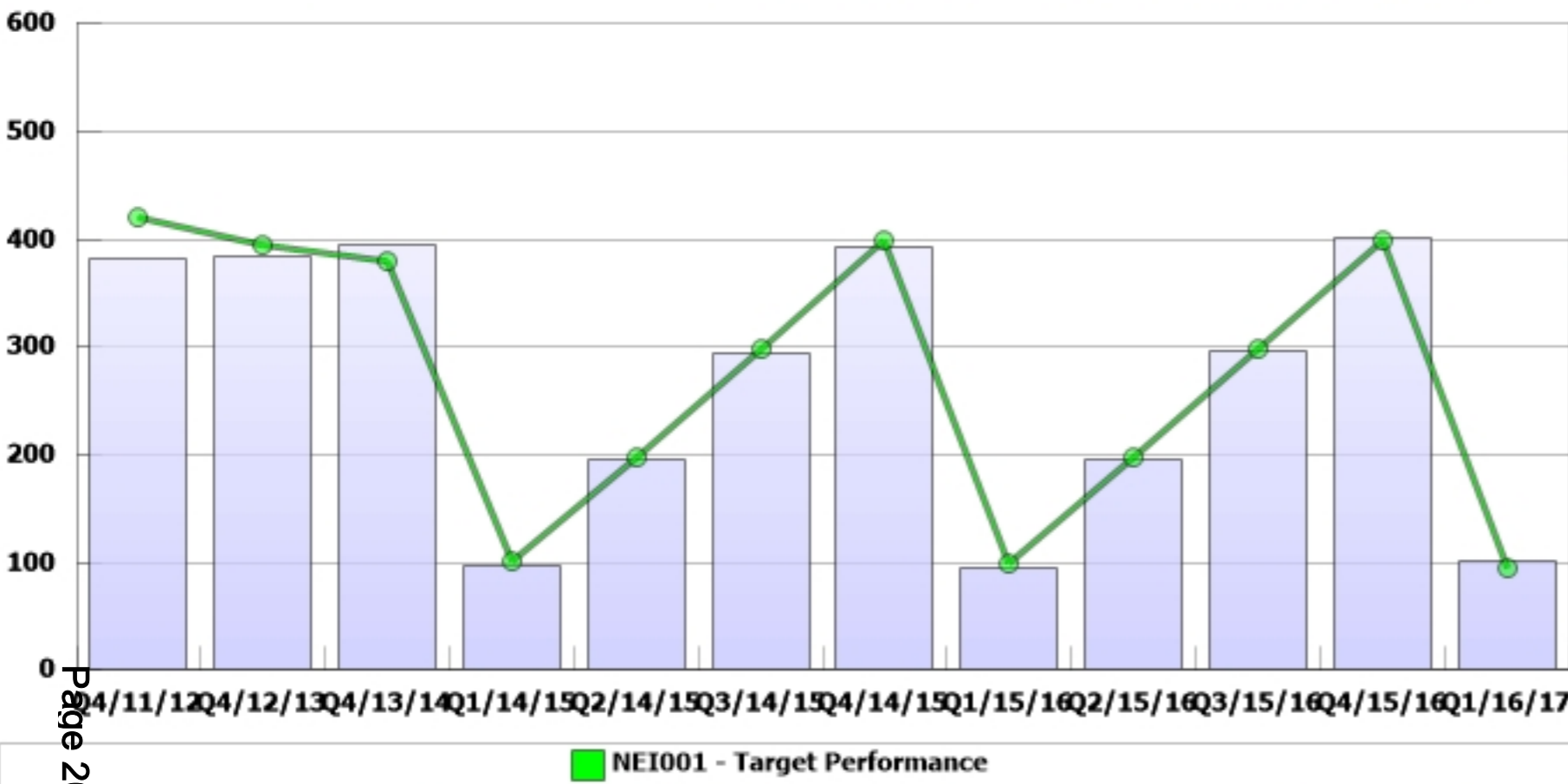
No

| Quarter  | Target | Actual |                                     |
|----------|--------|--------|-------------------------------------|
| Q1/16/17 | 95     | 101    | <input checked="" type="checkbox"/> |
| Q4/15/16 | 400    | 402    | <input checked="" type="checkbox"/> |
| Q3/15/16 | 299    | 297    | <input checked="" type="checkbox"/> |
| Q2/15/16 | 199    | 197    | <input checked="" type="checkbox"/> |
| Q1/15/16 | 100    | 95     | <input checked="" type="checkbox"/> |

Annual Target: 2016/17 - 400kg  
2015/16 - 400kg

Indicator of good performance:  
A lower waste figure is good

↓ is the direction of improvement



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

(Q1 2016/17) - Quantities of household waste are still high - we will have to see if this is a trend during the year or that it settles down to previous levels.

### Corrective action proposed (if required):

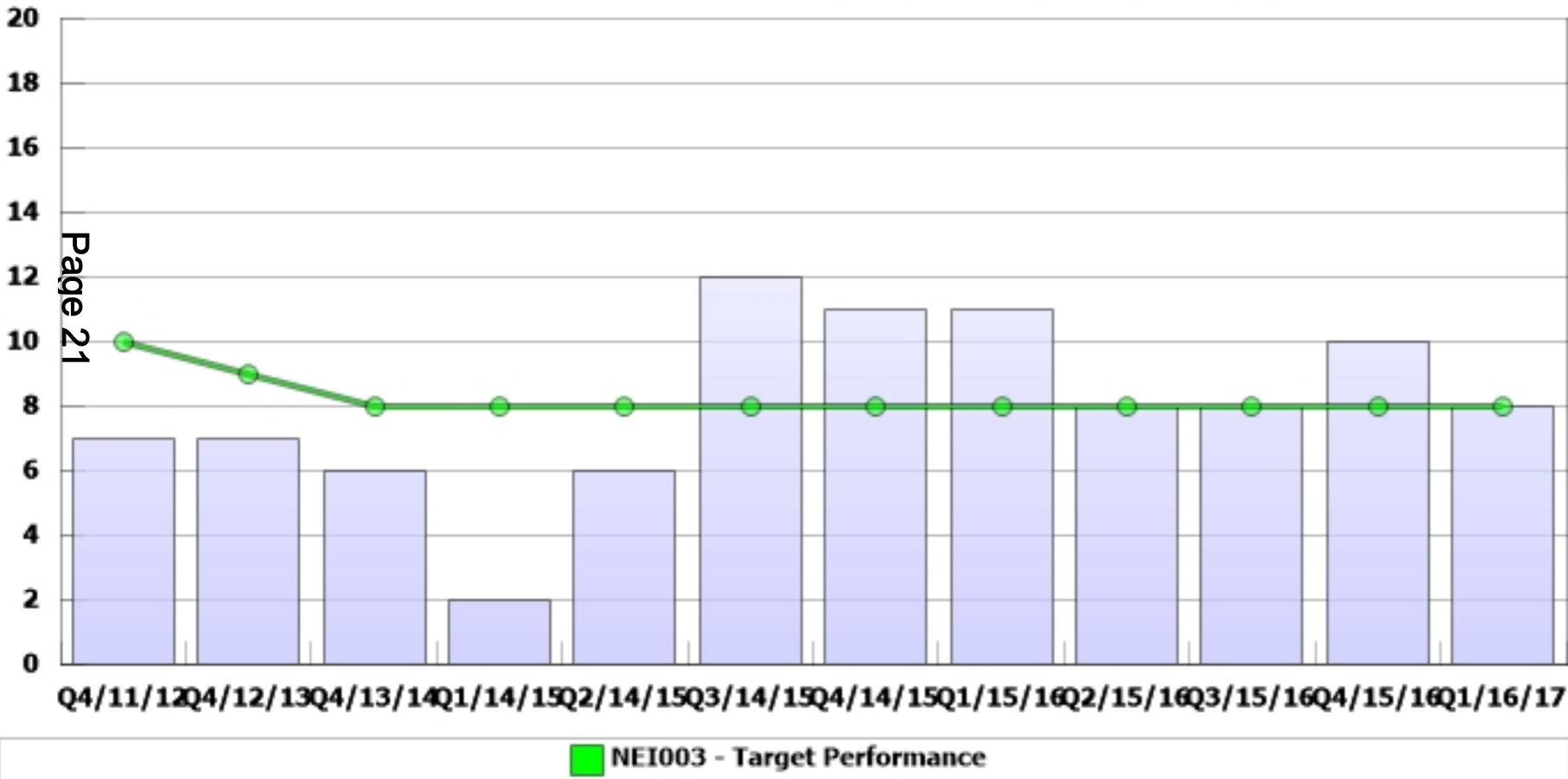
(Q1 2016/17) - Alternate strategies are being discussed to see what effective action can be taken. Levels of recycling in the residual waste are high with different reasons from type of containers and allowances made.

**NEI003 What percentage of our district had unacceptable levels of litter?**

**Additional Information:** This indicator seeks to reduce unacceptable levels of litter. Performance is based on surveys of prescribed sites carried out over four quarterly periods each year, and represents the percentage of relevant land with deposits of litter which exceed the acceptable level.

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564042.

**Current and previous quarters performance**



| Quarter  | Target | Actual | Status |
|----------|--------|--------|--------|
| Q1/16/17 | 8%     | 8%     | ✓      |
| Q4/15/16 | 8%     | 10%    | ✗      |
| Q3/15/16 | 8%     | 8%     | ✓      |
| Q2/15/16 | 8%     | 8%     | ✓      |
| Q1/15/16 | 8%     | 11%    | ✗      |

Annual 2016/17 - 8%  
 Target: 2015/16 - 8%

Indicator of good performance:  
 A lower percentage is good

↓ is the direction of improvement

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

No



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

(Q1 2016/17) - New working arrangements should now keep the performance on target including joint inspections to ensure full understanding of issues that lead to failure

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

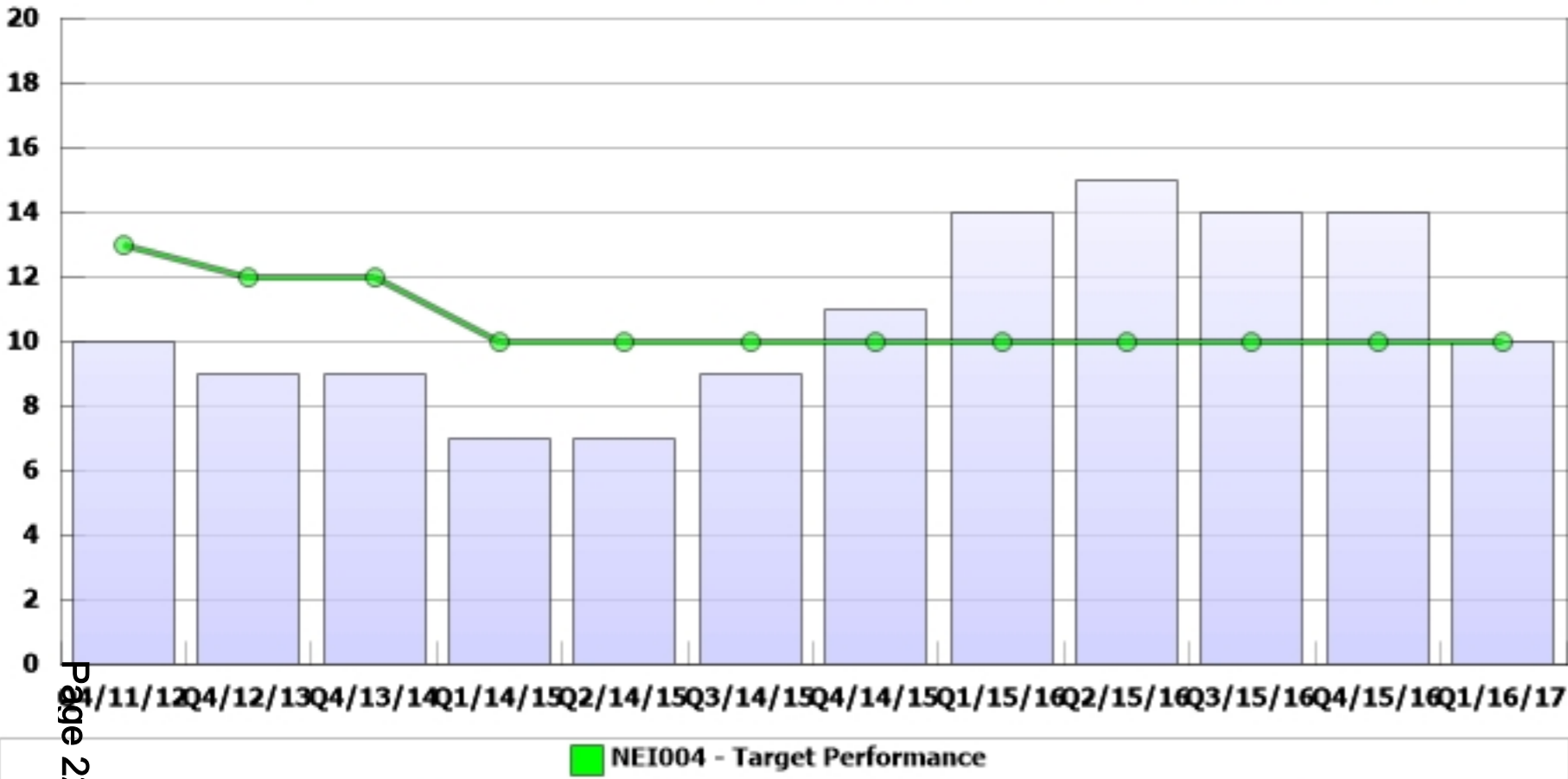
(Q1 2016/17) -

**NEI004 What percentage of our district had unacceptable levels of detritus (dust, mud, stones, rotted leaves, glass, plastic etc.)?**

**Additional Information:** This indicator seeks to reduce unacceptable levels of detritus. Performance is based on surveys of prescribed sites carried out over the four quarterly periods each year, and represents the percentage of relevant land with deposits of detritus which exceed the acceptable level.

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564042.

**Current and previous quarters performance**



| Quarter  | Target | Actual | Status |
|----------|--------|--------|--------|
| Q1/16/17 | 10%    | 10%    | ✓      |
| Q4/15/16 | 10%    | 14%    | ✗      |
| Q3/15/16 | 10%    | 14%    | ✗      |
| Q2/15/16 | 10%    | 15%    | ✗      |
| Q1/15/16 | 10%    | 14%    | ✗      |

Annual Target: 2016/17 - 10%  
 Target: 2015/16 - 10%  
 Indicator of good performance: A lower percentage is good  
 ↓ is the direction of improvement

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



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

(Q1 2016/17) - Joint work with Biffa is now beginning to permanently improve standards.

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

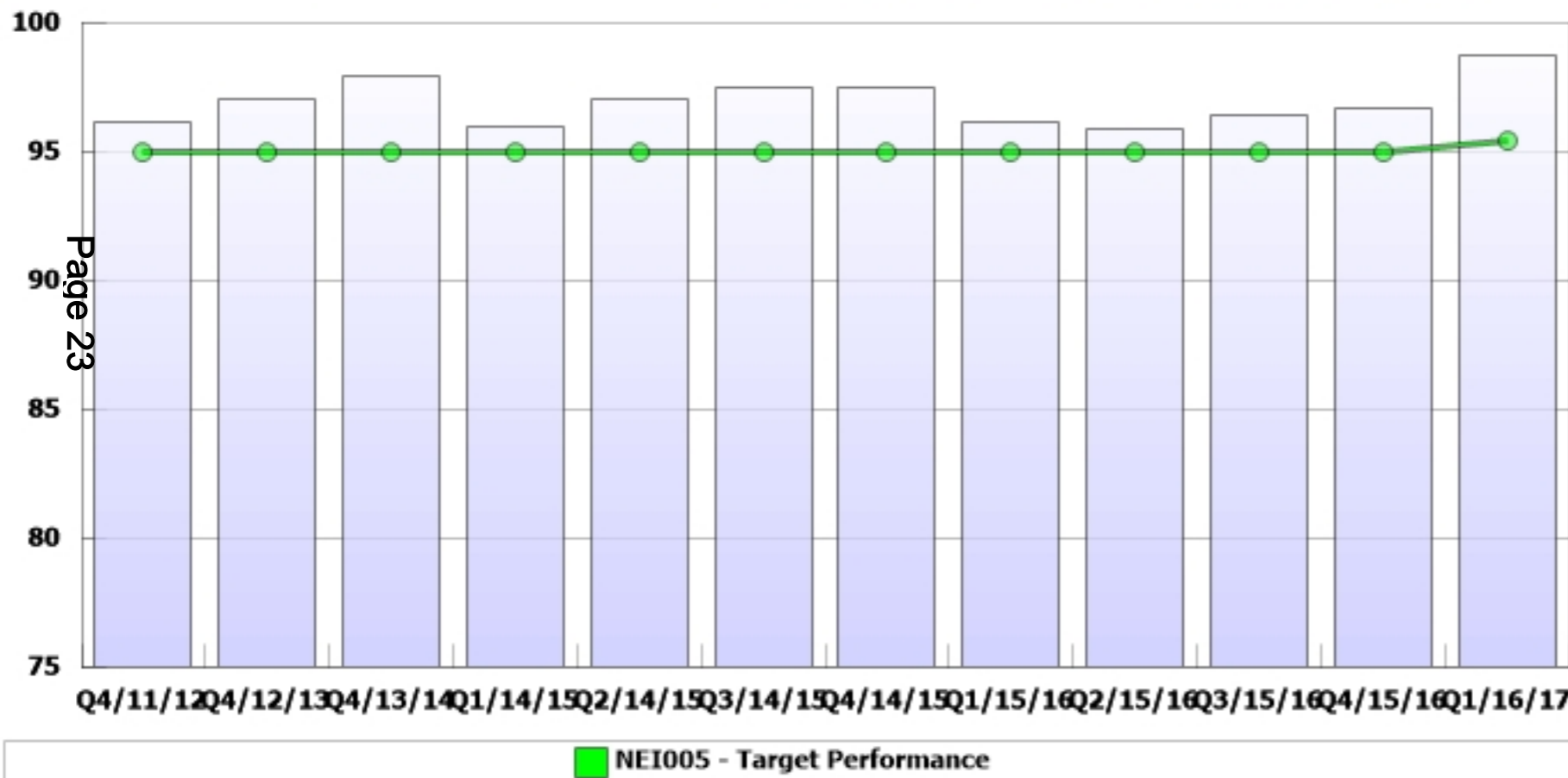
(Q1 2016/17) -

**NEI005 What percentage of the issues and complaints received by the Environment & Neighbourhoods Team received an initial response within 3 days?**

**Additional Information: Dealing with 'enviro-crime' is a key element of the 'Safer, Cleaner, Greener' initiative, and this indicator measures the percentage of issues raised and complaints received by the Environment and Neighbourhoods Team that are responded to within three working days**

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564042.

**Current and previous quarters performance**



| Quarter  | Target | Actual |
|----------|--------|--------|
| Q1/16/17 | 95.50% | 98.82% |
| Q4/15/16 | 95.00% | 96.78% |
| Q3/15/16 | 95.00% | 96.46% |
| Q2/15/16 | 95.00% | 95.91% |
| Q1/15/16 | 95.00% | 96.22% |

Annual 2016/17 - 95.50%  
Target: 2015/16 - 95.00%

Indicator of good performance:  
A higher percentage is good

↑ is the direction of improvement



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

Yes



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

(Q1 2016/17) - (Q1 2016/17) Target achieved. 1345 out of 1361 issues and complaints received an initial response within 3 working days.

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

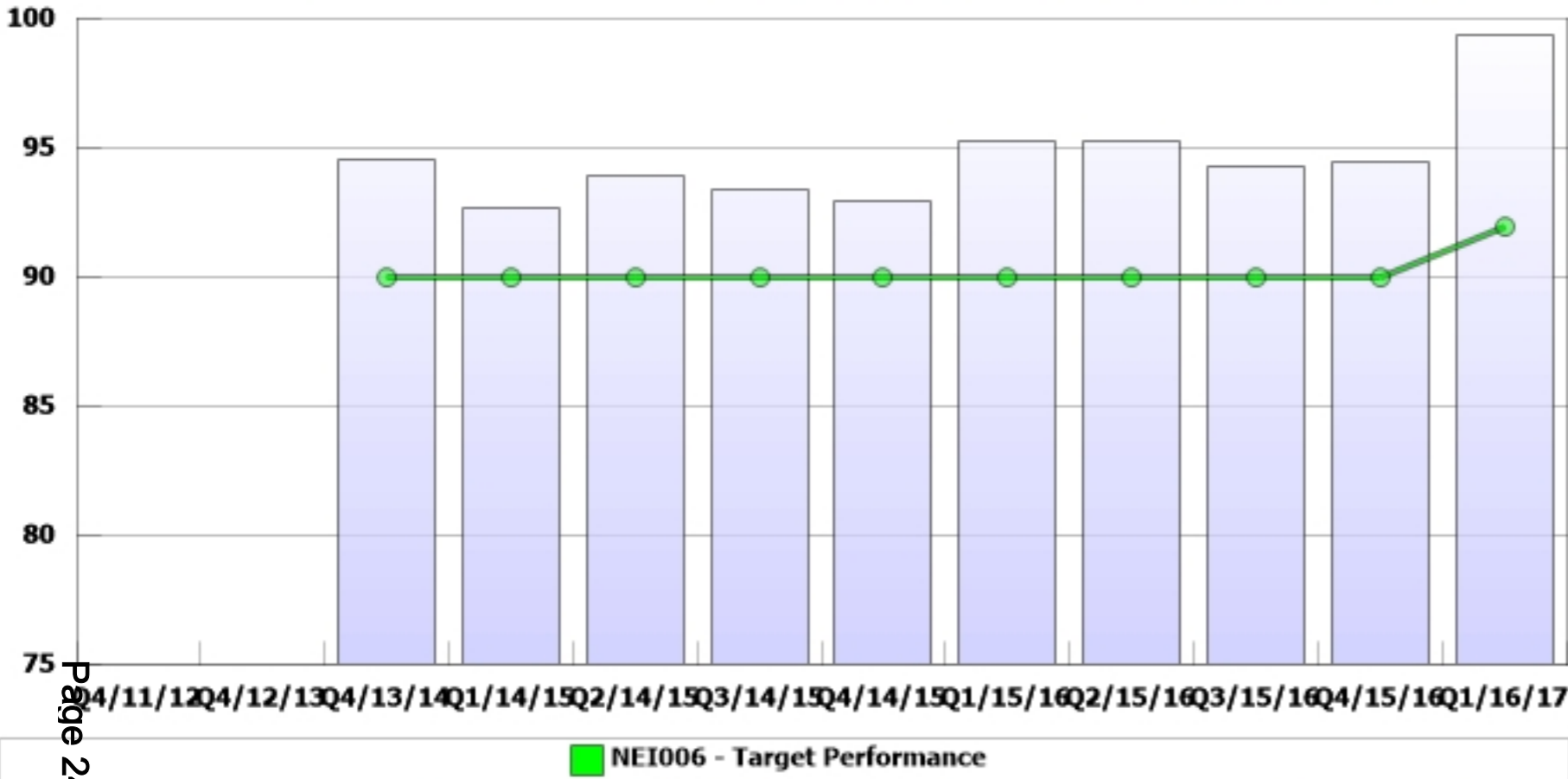
(Q1 2016/17) - none

**NEI006 What percentage of the recorded incidences of fly-tipping are investigated within 3 working days of being recorded?**

**Additional Information:** The Team register all fly-tipping incidents reported or found on public and private land in the district. Incidents that may have evidence that can lead to the source of the waste are investigated, subject to resources and priorities at that time. Clearance is delayed until investigated (unless there are other factors that require the waste to be cleared immediately).

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564042.

**Current and previous quarters performance**



| Quarter  | Target | Actual | Status |
|----------|--------|--------|--------|
| Q1/16/17 | 92.00% | 99.39% | ✓      |
| Q4/15/16 | 90.00% | 94.54% | ✓      |
| Q3/15/16 | 90.00% | 94.32% | ✓      |
| Q2/15/16 | 90.00% | 95.33% | ✓      |
| Q1/15/16 | 90.00% | 95.35% | ✓      |

Annual Target: 2016/17 - 92.00%  
 Target: 2015/16 - 90.00%

Indicator of good performance:  
 A higher percentage is good

↑ is the direction of improvement

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

Yes



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

(Q1 2016/17) - Target achieved 163 of 164 incidents of fly-tipping that were investigated in this period were within 3 working days of the fly-tip being recorded.

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

(Q1 2016/17) - none

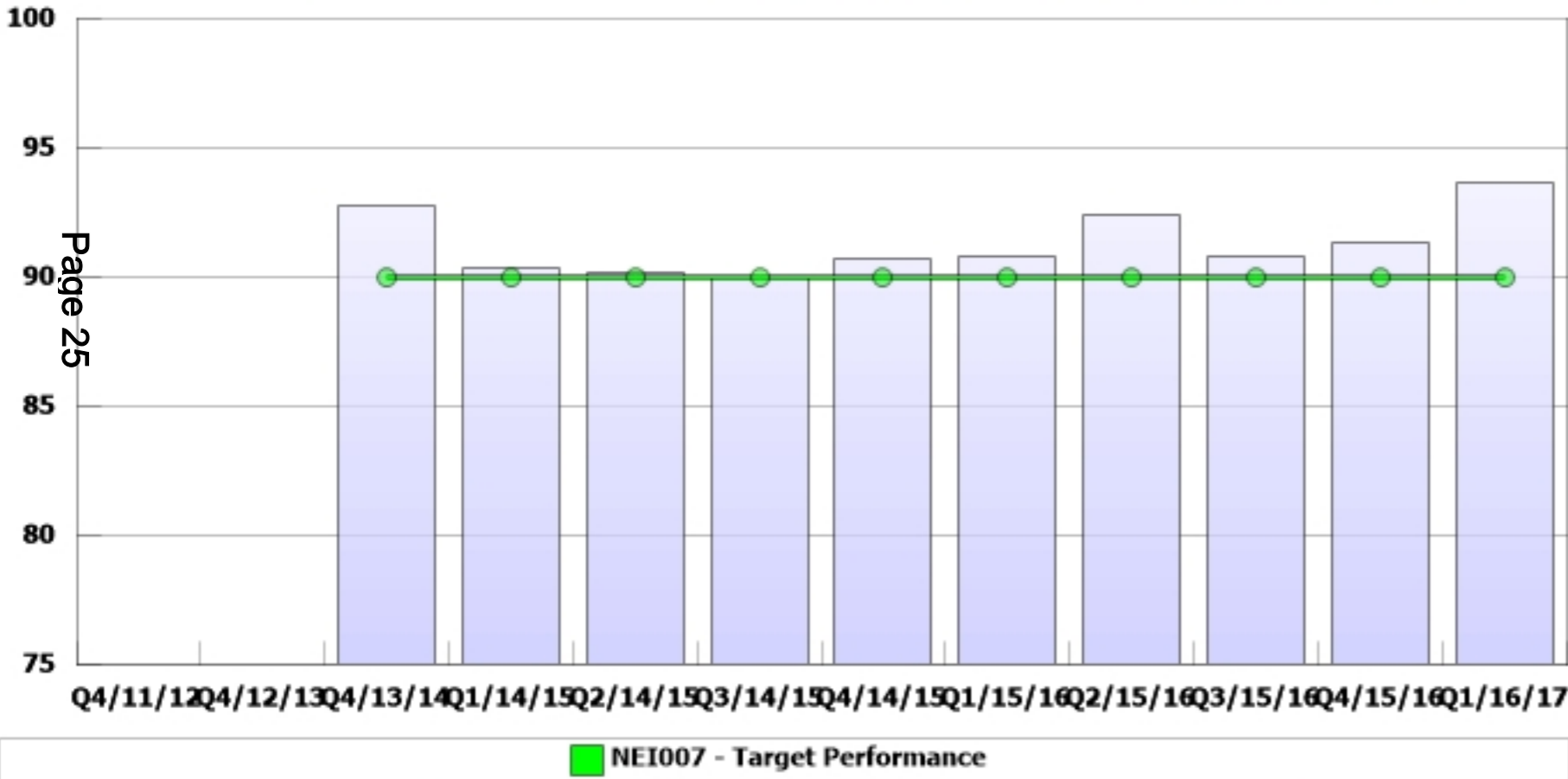


**NEI007 What percentage of the recorded incidences of fly-tipping (contract cleared) are removed within 5 working days of being recorded?**

**Additional Information:** This indicator specifically considers fly-tip incidents which occur on land which the council is responsible for clearing and which can be cleared under the existing waste contract.

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564042.

**Current and previous quarters performance**



| Quarter  | Target | Actual | Direction of Improvement |
|----------|--------|--------|--------------------------|
| Q1/16/17 | 90.00% | 93.72% | ↑                        |
| Q4/15/16 | 90.00% | 91.38% | ↑                        |
| Q3/15/16 | 90.00% | 90.89% | ↑                        |
| Q2/15/16 | 90.00% | 92.42% | ↑                        |
| Q1/15/16 | 90.00% | 90.84% | ↑                        |

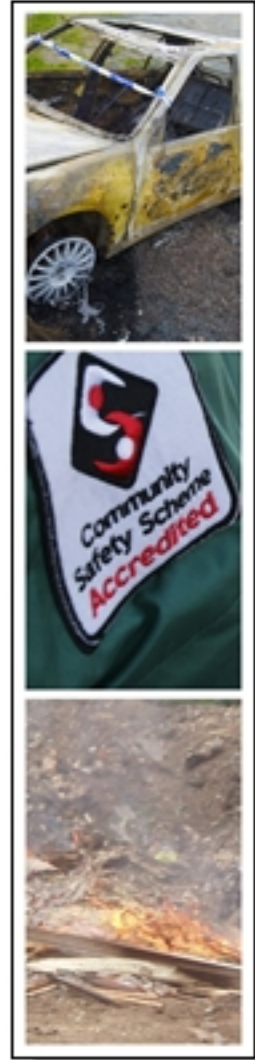
Annual Target: 2016/17 - 90.00%  
2015/16 - 90.00%

Indicator of good performance:  
A higher percentage is good

↑ is the direction of improvement

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

Yes



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

(Q1 2016/17) - Target achieved. 209 of 223 incidents were cleared under the waste contract within the target of 5 working days.

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

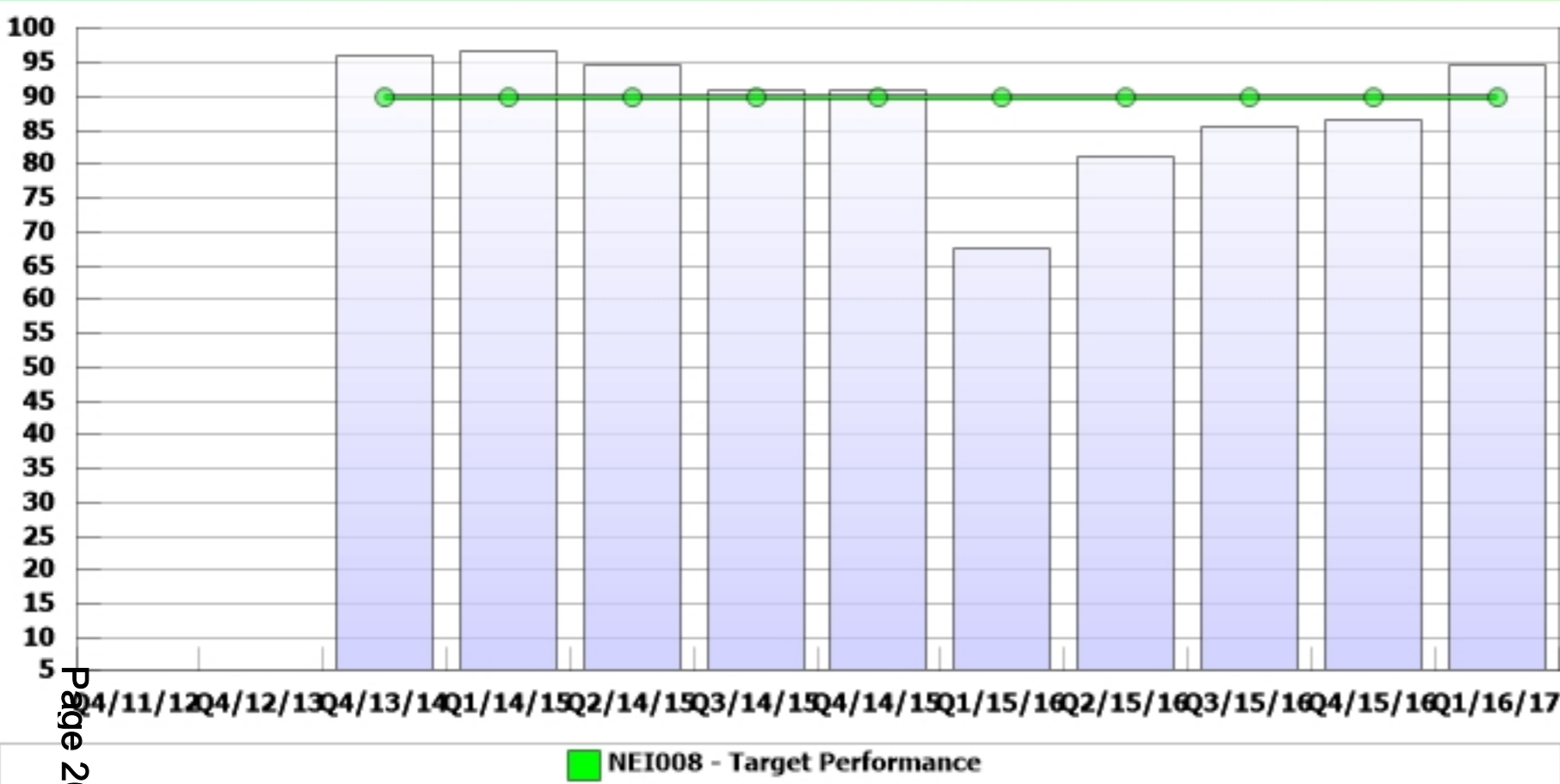
(Q1 2016/17) - none

**NEI008 What percentage of the recorded incidences of fly-tipping (variation order / non-contract) are removed within 10 working days of being recorded?**

**Additional Information:** This indicator specifically considers fly-tip incidents which occur on land which the council is responsible for clearing and which require an additional variation order or other non-contract clearance.

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564042.

**Current and previous quarters performance**



| Quarter  | Target | Actual | Status |
|----------|--------|--------|--------|
| Q1/16/17 | 90.00% | 94.67% | ✓      |
| Q4/15/16 | 90.00% | 86.49% | ✗      |
| Q3/15/16 | 90.00% | 85.64% | ✗      |
| Q2/15/16 | 90.00% | 81.28% | ✗      |
| Q1/15/16 | 90.00% | 67.72% | ✗      |

Annual Target: 2016/17 - 90.00%  
 Target: 2015/16 - 90.00%

Indicator of good performance:  
 A higher percentage is good

↑ is the direction of improvement

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

✗ No



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

(Q1 2016/17) - The target has been achieved. 213 incidents were cleared within 10 working days, out of 225 incidents.

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

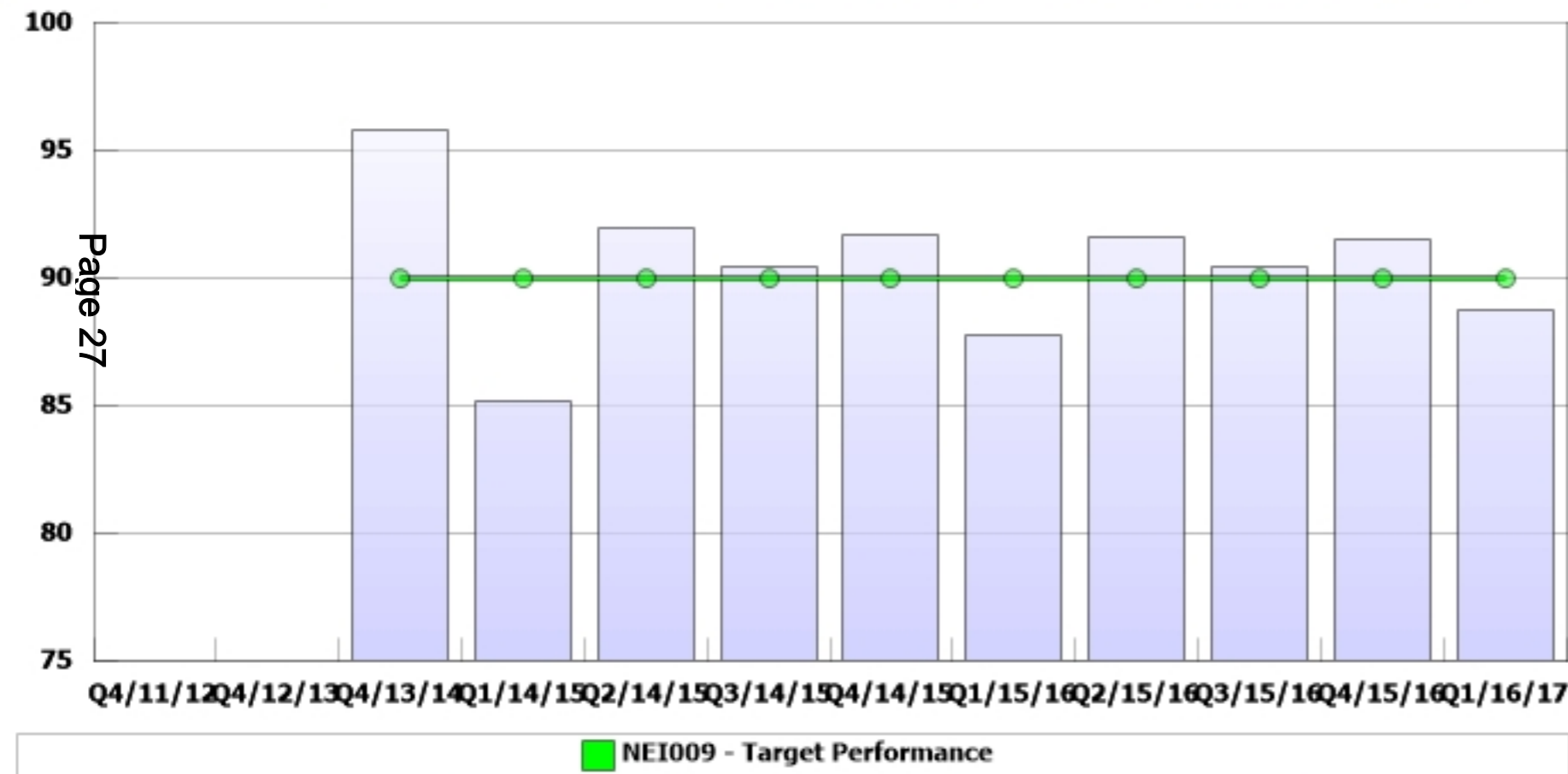
(Q1 2016/17) - none

**NEI009 What percentage of out of hours (OOH) noise complaints are responded to within 15 minutes?**

**Additional Information:** The callout service for noise complaints is 24 hours (restricted emergency service after 00:00 and before 13:00 at the weekend). Calls are recorded by the Council's stand-by officer and passed to the duty noise officer who telephones the complainant. A response has been made when the duty noise officer has telephoned the complainant.

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564042.

**Current and previous quarters performance**



| Quarter  | Target | Actual | Status |
|----------|--------|--------|--------|
| Q1/16/17 | 90.00% | 88.76% | ✗      |
| Q4/15/16 | 90.00% | 91.56% | ✓      |
| Q3/15/16 | 90.00% | 90.52% | ✓      |
| Q2/15/16 | 90.00% | 91.63% | ✓      |
| Q1/15/16 | 90.00% | 87.80% | ✗      |

Annual Target: 2016/17 - 90.00%  
 Target: 2015/16 - 90.00%  
 Indicator of good performance: A higher percentage is good  
 ↑ is the direction of improvement

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

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

Q1 2016/17 - The target has not been achieved.  
 79 of 89 calls achieved the target and received a call back within 15 minutes (88.76%). Although 10 calls did not receive a response within the target of 15 minutes, 4 of these calls were delayed because the duty noise officer was already responding to another noise call. These 4 calls were responded to as quickly as possible, as soon as the duty noise officer became available. If these 4 calls are treated as meeting the target 83 of 89 calls achieved the target = 93.29%.

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

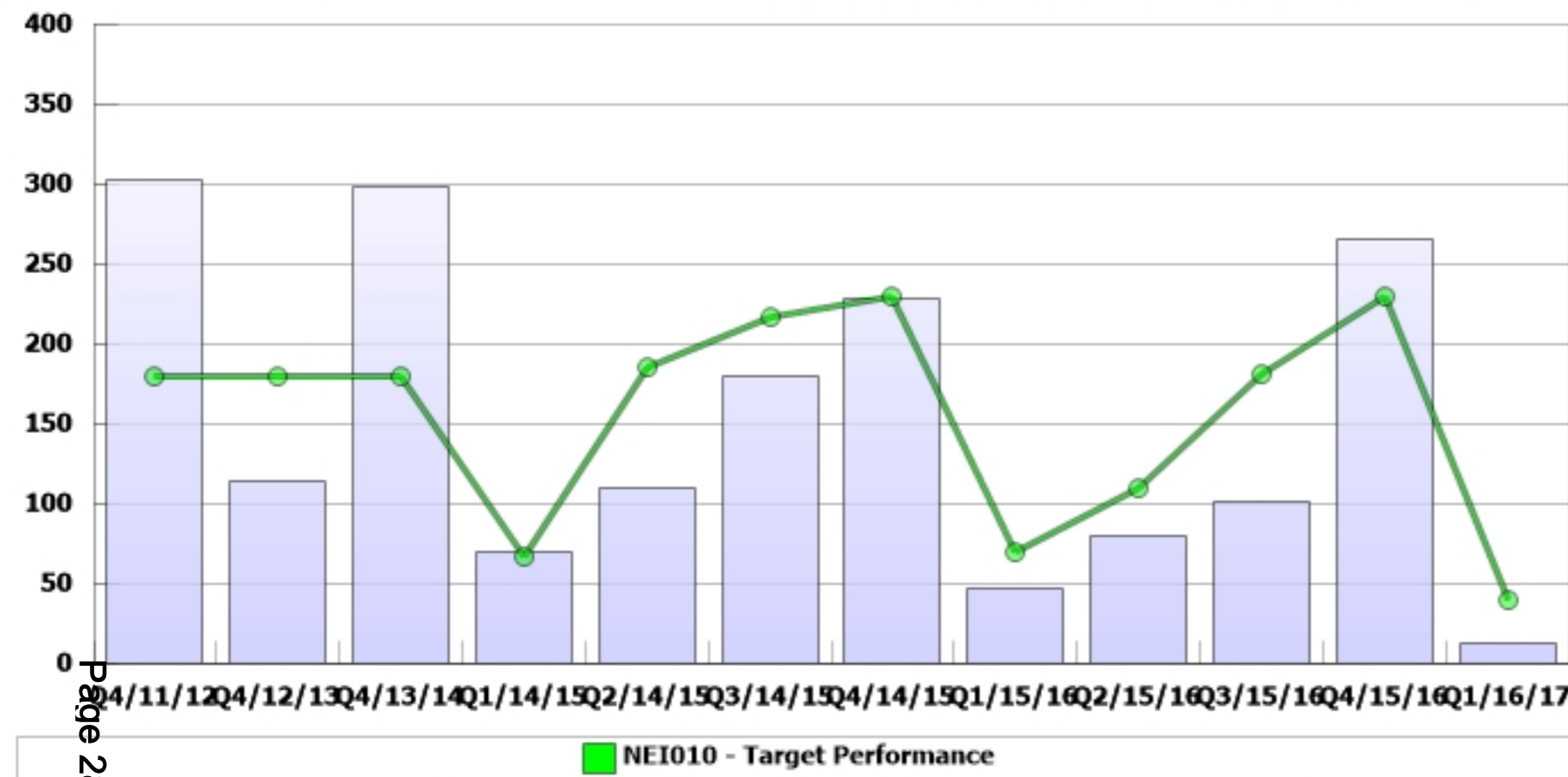
Although the target was missed, no corrective action is planned. At busy periods, it is not unusual for two or more calls to be received in the same evening but it is unusual for the duty officer not to be able to respond within 15 minutes normally.

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

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

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564042.

## Current and previous quarters performance



| Quarter  | Target | Actual |
|----------|--------|--------|
| Q1/16/17 | 41     | 13     |
| Q4/15/16 | 230    | 267    |
| Q3/15/16 | 182    | 102    |
| Q2/15/16 | 111    | 81     |
| Q1/15/16 | 70     | 48     |



Annual Target: 2016/17 - 230  
2015/16 - 230

Indicator of good performance:  
A higher number is good

↑ is the direction of improvement

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

Yes

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

(Q1 2016/17) - Our Quarter 1 figure of 13 falls significantly short of the our Quarterly target of 41 net dwelling completions.

### Corrective action proposed (if required):

(Q1 2016/17) - None proposed at this time.

It is important to note that the Council has a limited influence over housing completion figures meeting targets. The Council can encourage more building of dwellings by granting planning permission, making strategic housing site allocations through the Local Plan etc., but it does not actually build the vast majority of the dwellings, so it cannot control if and when they are completed. Even if a site is given planning permission, the state of the housing market can mean that projects may not commence as developers may wait and try to take advantage of rising property prices. This means that even if the Council grants sufficient permissions, it cannot guarantee a completion rate.

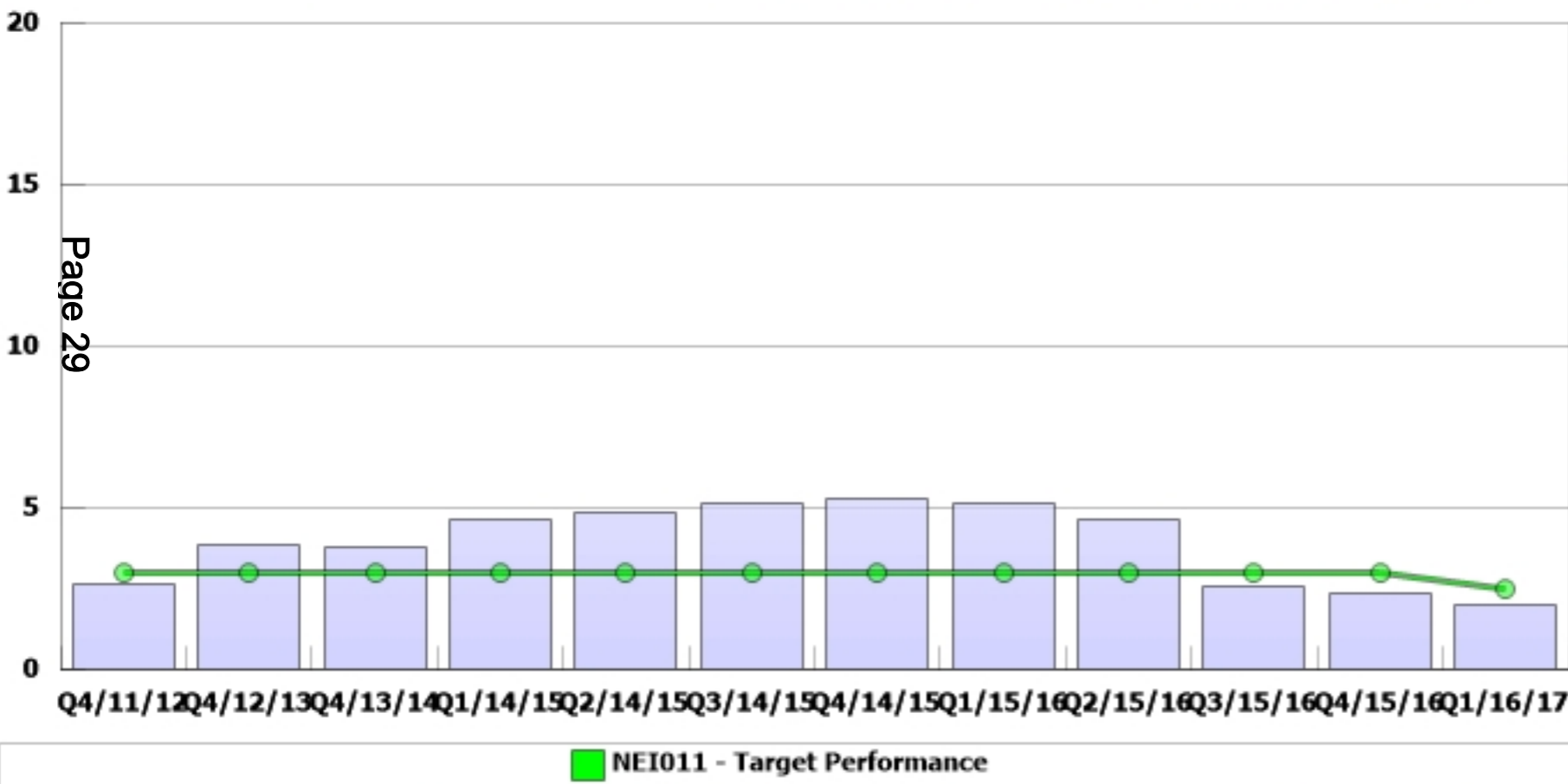
Provision for future housing development will be made through new housing designations in the emerging Local Plan.

# NEI011 What percentage of the rent we were due to be paid for our commercial premises was not paid?

**Additional Information:** This indicator is a measure of a local authority's rent collection and arrears recovery service for its property portfolio and assists in monitoring the collection of important income to the Council. Performance against this indicator is reported on a quarterly basis.

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564042.

## Current and previous quarters performance



| Quarter  | Target | Actual | Status |
|----------|--------|--------|--------|
| Q1/16/17 | 2.5%   | 2.0%   | ✓      |
| Q4/15/16 | 3.0%   | 2.4%   | ✓      |
| Q3/15/16 | 3.0%   | 2.6%   | ✓      |
| Q2/15/16 | 3.0%   | 4.7%   | ✗      |
| Q1/15/16 | 3.0%   | 5.2%   | ✗      |

Annual Target: 2016/17 - 2.5%  
 2015/16 - 3.0%

Indicator of good performance:  
 A lower percentage is good

↓ is the direction of improvement

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



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

(Q1 2016/17) - target met (actual - 1.99% arrears over 90 days old).

### Corrective action proposed (if required):

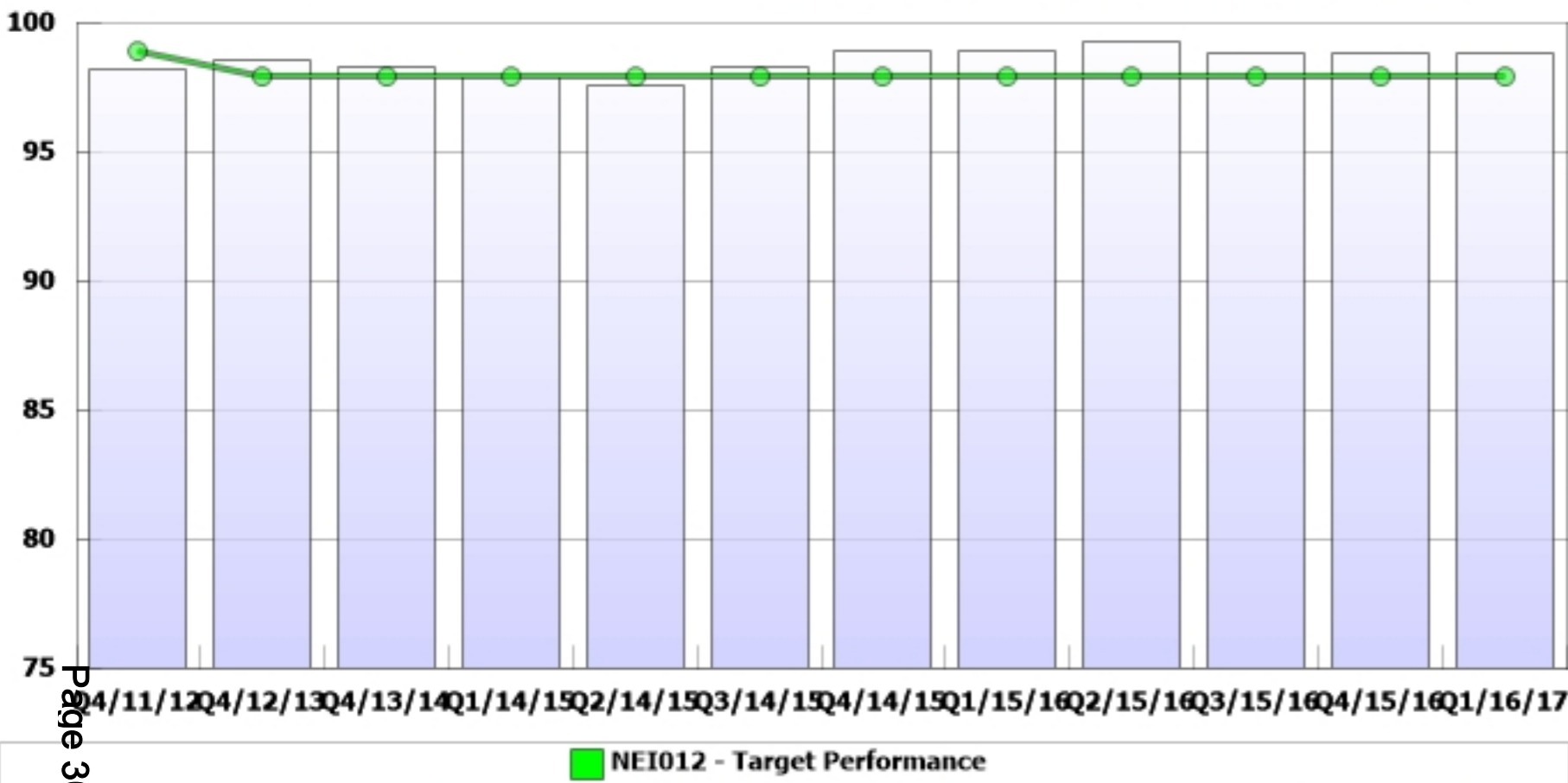
(Q1 2016/17) - continue with pro-active arrears management and timely issuing of invoices and reminders.

# NEI012 What percentage of our commercial premises was let to tenants?

**Additional Information:** This indicator monitors the effectiveness of the local authority's asset management function and helps to monitor the vitality of the Council's commercial and industrial portfolio. Performance against this indicator is reported on a quarterly basis.

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564042.

## Current and previous quarters performance



| Quarter  | Target | Actual |
|----------|--------|--------|
| Q1/16/17 | 98.00% | 98.89% |
| Q4/15/16 | 98.00% | 98.89% |
| Q3/15/16 | 98.00% | 98.89% |
| Q2/15/16 | 98.00% | 99.32% |
| Q1/15/16 | 98.00% | 98.98% |



**Annual Target:** 2016/17 - 98.00%  
 2015/16 - 98.00%

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

↑ is the direction of improvement

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



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

(Q1 2016/17) - Performance achieved target for this quarter.  
 12 & 14 The Broadway, Debden, Loughton: Post office lease formally ended on 10 Dec 2015 therefore property now vacant  
 42 The Broadway, Debden, Loughton: property added as vacant as no longer intention to demolish

### Corrective action proposed (if required):

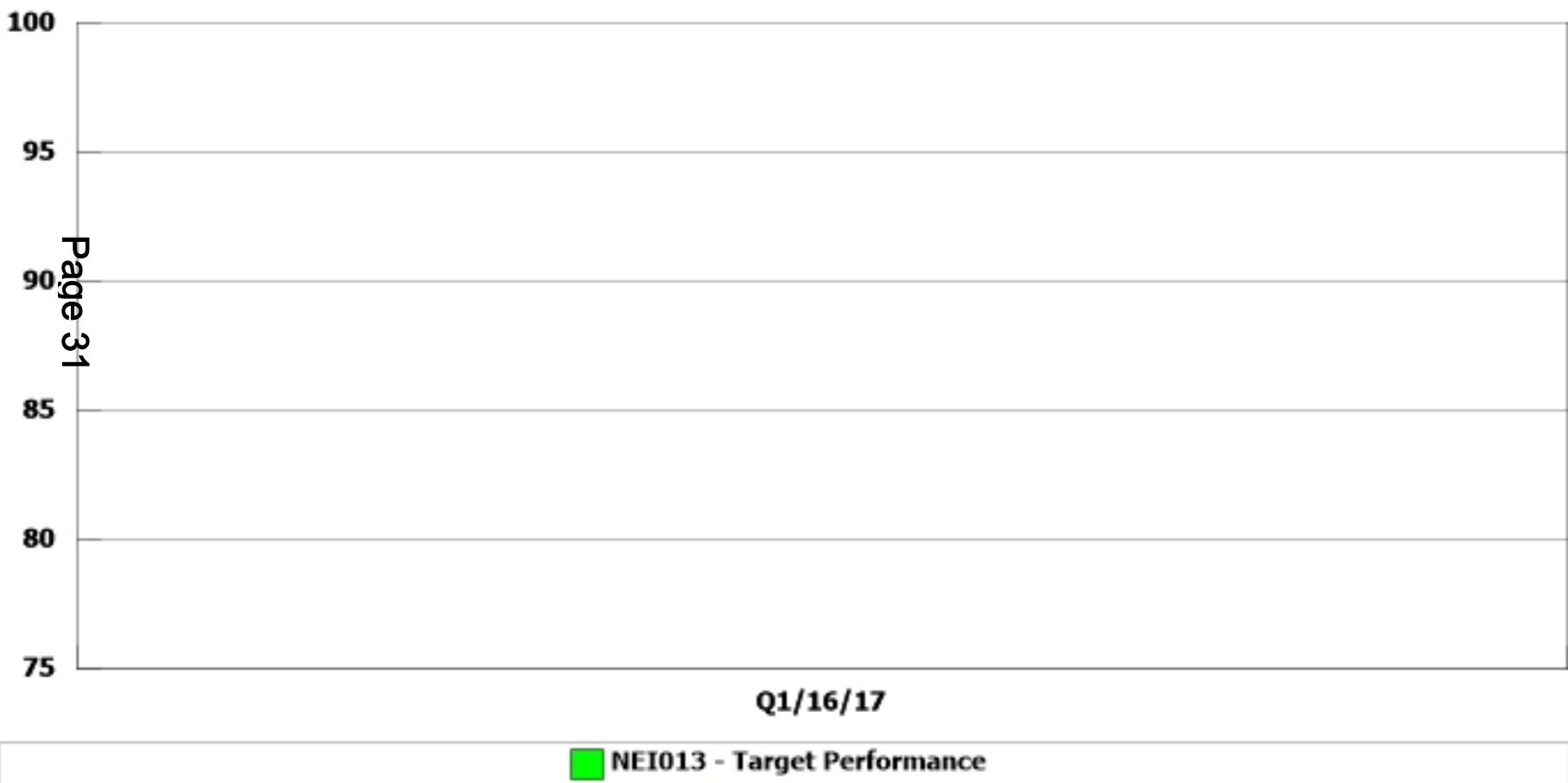
(Q1 2016/17) - Since above vacancies new terms agreed on 12-14 Broadway and 24 Oakwood Hill now let.  
 42 The Broadway, Debden, Loughton : Discussions on-going with potential tenant.  
 12 Hillhouse, Waltham Abbey - being marketed.

**NEI013 What percentage of all household waste was sent to be recycled or reuse?**

**Additional Information:** This indicator supports year on year reductions in the amount of residual waste collected, and measures the percentage of household waste arisings sent for recycling or reuse.

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564042.

**Current and previous quarters performance**



**Quarter Target Actual**

Q1/16/17 30.00% 22.00%



**Annual Target:** 2016/17 - 30.0%  
 2015/16 - New Indicator  
**Indicator of good performance:**  
 A higher percentage is good

↑ is the direction of improvement

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

Uncertain

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

(Q1 2016/17) Targets will need to be re adjusted according to previous trends to get an accurate target

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

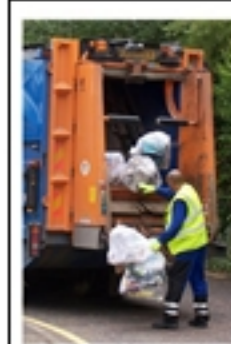
(Q1 2016/17) This is a new Indicator and is intended to focus on the dry recycling performance. It may be necessary to revise the target but it is too early to do so at this stage.

**NEI014 What percentage of all household waste was sent to be composted or anaerobic digestion?**

**Additional Information:** This indicator supports year on year reductions in the amount of residual waste collected, and measures the percentage of household waste arisings sent for composting or anaerobic digestion.

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564042.

**Current and previous quarters performance**



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

Yes

| Quarter  | Target | Actual |
|----------|--------|--------|
| Q1/16/17 | 30.00% | 37.64% |



Annual Target: 2016/17 - 30.0%  
2015/16 - New Indicator

Indicator of good performance:  
A higher percentage is good

↓ is the direction of improvement

Q1/16/17

NEI014 - Target Performance

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

(Q1 2016/17) On projected target for time of year

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

(Q1 2016/17)  
This is a new Indicator, previously reported under the total recycling indicator, the intention is to keep track of food and garden waste recycling performance. The Indicator will vary during the course of the year depending on weather and grass growing conditions.



**NEI10 What was the net increase or decrease in the number of homes in the District?**

| Outturn |         |         | Target  |
|---------|---------|---------|---------|
| 2013/14 | 2014/15 | 2015/16 | 2016/17 |
| 299     | 229     | 267     | 230     |

**Responsible Officer**

**Derek Macnab**  
**Director of Neighbourhoods**

| Improvement Action   | Target Dates  | Key Measures / Milestones   |
|--|---|---|
| <p>The current target is set taking into account recent performance. The number of new units built in the District exceeded the target in 2015/16.</p> <p>The housing target for the District will be determined in the new Local Plan. The Strategic Housing Market Assessment (2015) identified an objectively assessed housing need of 11,300 over the period 2011 – 2031, amounting to 565 units per annum. However, it is clear that this figure alone does not equate to an appropriate housing target. Work on preparing the new Local Plan is progressing, with the next public consultation event due to be held in the autumn of 2016.</p> | <p>Draft plan Preferred Approach consultation – Autumn 2016</p> | <p>Draft plan Preferred Approach consultation – Autumn 2016</p> <p>Pre-Submission representation period – Spring 2017</p> <p>Submission for Examination – Autumn 2017</p> |

**Please detail any budget or resource implications of the improvement actions you have listed overleaf. Please quantify any additional resources which will be required to implement the improvements and detail how the additional resources will be allocated.**

The Local Plan budget is monitored and reviewed periodically to ensure sufficient resources are available to deliver the Local Plan.

**Please describe any contextual factors, internal or external, which may impact upon the ability to deliver the improvements listed.**

The Planning system is in a continued state of flux, and whilst best endeavours are being made to ensure the new Local Plan is delivered as quickly as possible, the significant external influences of continued changes to policy and guidance at a national level are a substantial risk.

There is a substantial level of cooperation required between Epping Forest District and several of the neighbouring authorities. At officer and Member level there are working groups that have been established to facilitate discussion and agreement on key issues, such as the levels of housing and employment growth. Until such point as agreement is reached between the authorities, there is a significant risk to the delivery of the Council's Local Plan.



### **Report to: Neighbourhoods Select Committee**

**Date of meeting: 13 September 2016**

**Portfolio:** Leader (Councillor C. Whitbread)

**Subject:** Corporate Plan Key Action Plan 2016/17 – Quarter 1 progress

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

**Democratic Services Officer:** Mark Jenkins (01992 564607)

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

- (1) That the Committee review the first quarter (Q1) progress of the Corporate Plan Key Action Plan for 2016/17 in relation to its areas of responsibility; and
- (2) That the Committee identifies any actions arising from the Corporate Plan Key Action Plan for 2016/17 Q1 within its areas of responsibility, which require in-depth scrutiny or further report on current progress.

#### **Executive Summary:**

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

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

The Corporate Plan Key Action Plan for 2016/17 was agreed by the Cabinet in March 2016. Progress in relation to all actions and deliverables is reviewed by the Cabinet, the Overview and Scrutiny Committee, and the appropriate Select Committee, on a quarterly basis.

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

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

Some actions have cross directorate responsibility. Where this is the case the most appropriate Select Committee is requested to consider the action. This report presents progress against the Key Action Plan for 2016/17 for actions most appropriately considered by the Neighbourhoods Select Committee.

## Other Options for Action:

Actions with cross directorate responsibility could be considered by an alternative Select Committee, or not considered by the Select Committees.

### Report:

1. The Corporate Plan 2015-2020 is the Council's highest level strategic document. It sets the strategic direction for the authority for the five year lifetime of the Plan. It focuses on a number of key areas that the Council needs to focus on during that time and helps to prioritise resources to provide quality services and value for money. These key areas are known as the Corporate Aims and are supported by a set of Key Objectives which represent the Council's high-level initiatives and over-arching goals to achieve the Corporate Aims. The Key Objectives are in turn, delivered via an annual Key Action Plan.
2. The Key Action Plan 2016/17 is populated with actions or deliverables designed to secure progress against each of the Key Objectives during 2016/17. During the subsequent years in the lifetime of the Key Objectives, annual action plans will be developed which build on progress achieved during preceding years.
3. The annual action plans are working documents are subject to change and development to ensure that the actions remain relevant and appropriate, and to identify opportunities to secure further progress or improvement. It has been proposed that the Leader of Council, in consultation with the Chief Executive, be authorised to agree any further changes to the Action plan, following its agreement by the Council.
4. Progress against the Key Action Plan is reviewed on a quarterly basis to ensure the timely identification and implementation of appropriate further initiatives or corrective action where necessary. Quarter 1 progress against the individual actions of the 2016/17 Key Action Plan, is as below: In reporting progress, the following 'status' indicators have been applied to the to individual actions:

**Achieved (Green)** - specific deliverables or actions have been completed or achieved in accordance with in-year targets;

**On-Target (Green)** - specific deliverables or actions will be completed or achieved in accordance with in-year targets;

**Under Control (Amber)** - specific deliverables or actions have not been completed or achieved in accordance with in-year targets, but completion/achievement will be secured by a revised target date (specified) or by year-end;

**Behind Schedule (Red)** - specific deliverables or actions have not been completed or achieved in accordance with in-year targets and completion/achievement may not be secured by year-end; and

**Pending (Grey)** - specific deliverables or actions cannot currently be fully completed or achieved, as they rely on the prior completion of other actions or are dependent on external factors outside the Council's control.

5. There are 49 actions **in total** for which progress updates for Q1 are as follows:
  - 32 (65%) of these actions have been 'Achieved' or are 'On Target'
  - 7 (14%) of these actions are 'Under Control'
  - 2 (4%) are 'Behind Schedule'
  - 8 (16%) are 'Pending'

12 actions fall within the areas of responsibility of the Neighbourhoods Select Committee. At the end of Q1:

- 6 (50%) of these actions have been 'Achieved' or are 'On-Target'
- 4 (33%) of these actions are 'Under Control'
- 2 (17%) of these actions are 'Behind Schedule'
- 0 (0%) of these actions are 'Pending'

6. The Committee is requested to review the Q1 progress against Key Action Plan for 2016/17 as set out in Appendix 1 of this report, and identify any actions that require more in-depth scrutiny or further progress reports.
7. This report will also be considered by the Cabinet on 6 October 2016 and the Overview and Scrutiny Committee on 25<sup>th</sup> October 2016.

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

**Legal and Governance Implications:** None for this report. Performance monitoring contributes to the delivery of value for money.

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

**Consultation Undertaken:** The performance information set out in this report has been submitted by each responsible service director.

**Background Papers:** Relevant documentation is held by responsible service directors.

**Impact Assessments:**

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

**Equality:** None for this report.

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**Aim (i) To ensure that the Council has appropriate resources, on an ongoing basis, to fund its statutory duties and appropriate discretionary services whilst continuing to keep Council Tax low.**

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

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

| Action  | Lead Directorates | Target Date | Status          | Progress  |
|---|-------------------|-------------|-----------------|---|
| 4) To facilitate, by the purchase of Essex County Council's interest and subsequent disposal to the preferred developer, the St John's Road redevelopment scheme. | Neighbourhoods    | 30-Apr-16   | On Target       | (Q1 2016/17) The final terms of the purchase of the County Council's interest and subsequent disposal to Frontier Estates have been agreed and are to be considered by the respective Cabinet Committees in July 2016. The agreement will be in principle subject to further confirmation from the Secretary of State with regard to State Aid Regulations.   |
| 6) Evaluate the submissions received for North Weald Airfield marketing exercise  | Neighbourhoods    | 30-Nov-16   | Behind Schedule | (Q1 2016/17) Submissions received in response to the expressions of interest have been assessed by the Asset Management Cabinet Committee. Specification for procurement of an operational partner has commenced.   |
| 7) Progress the Epping Forest Shopping Park Scheme  | Neighbourhoods    | 31-Oct-16   | Behind Schedule | (Q1 2016/17) Tenders have been received for the construction of the main Shopping Park, which further to final evaluation, will be recommended for approval at the Council's July Cabinet. Delays have been experienced with reaching agreement with Essex County Council on the final specifications and working methodology for the Highways Works. Whilst marketing is proceeding well, the Shopping Park is now not likely to open until Summer 2017. |

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

| Action  | Lead Directorates | Target Date | Status        | Progress  |
|---|-------------------|-------------|---------------|---|
| 2) Include a clause as standard in new commercial leases, to require the use of the Building Control service  | Neighbourhoods    | 30-Apr-16   | Under Control | (Q1 2016/17) Clause being prepared for inclusion in new commercial leases.  |
| 4) Include as standard in the specification for new contracts to upgrade Council facilities, a requirement to use the in-house Building Control service.        | Neighbourhoods    | 30-Apr-16   | On Target     | (Q1 2016/17) The contract for the construction of the new Leisure Centre at Waltham Abbey and any other refurbishments will reflect the requirement to use the in-house Building Control Service. |
| 5) For major development projects in which the Council has a sole or significant interest, ensure building regulations work is carried out by the in-house team | Neighbourhoods    | 30-Apr-16   | On Target     | (Q1 2016/17) Opportunities are being offered to undertake the work.   |




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### **Aim (ii) To ensure that the Council has a sound and approved Local Plan and commences its subsequent delivery**



Key Objective (ii)(a) To produce a sound Local Plan, following consultation with local residents and working with neighbouring councils, that meets the needs of our communities whilst minimising the impact on the District's Green Belt.

| Action  | Lead Directorates | Target Date | Status        | Progress  |
|---|-------------------|-------------|---------------|---|
| 1) To undertake Phase II of a comprehensive Green Belt Review as a key component of the local Plan evidence base. | Neighbourhoods    | 31-Jan-16   | Under Control | (Q1 2016/17) Phase II of the Green Belt Review has been completed and now forms part of the evidence base in undertaking individual site assessment work. |



|  |                |           |   |               |  |
|--|----------------|-----------|---|---------------|--|
| 2) Agree a Draft Local Plan and undertake the appropriate sustainability appraisal.                                  | Neighbourhoods | 31-May-16 |  | Under Control | (Q1 2016/17) New Local Plan Development Scheme due to consideration at the July Cabinet Committee. Sustainability appraisals underway.   |
| 3) Undertake all necessary consultations and negotiations under the Duty to Co-operate with Neighbouring Authorities | Neighbourhoods | 31-Mar-17 |  | On Target     | (Q1 2016/17) The work of the Co-operation for Sustainable Development Board is ongoing fulfilling the requirements of the Duty to Co-operation. Currently chaired by EFDC but due to transfer to East Herts in June. Intention is for the four authorities within the Strategic Housing Market Area to consult simultaneously in the Autumn. |
| 4) Submit the Final Local Plan to the Planning Inspectorate for Examination.   | Neighbourhoods | 31-Oct-17 |  | Under Control | (Q1 2016/17) Final Local Plan Document in accordance with the revised Local Development Scheme due to be submitted for Examination in Public in November/December 2017.  |

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

| Action   | Lead Directorates | Target Date | Status   | Progress               |
|--|-------------------|-------------|--|------------------------|
| 3) Jointly pursue the provision of a new Secondary School on the Ongar Campus site   | Neighbourhoods    | 30-Apr-16   |  Achieved  | (Q1 2016/17) Completed |
| 4) As part of the competitive dialogue procurement process for the new Leisure Management Contract, take forward the provision of a replacement swimming pool in Waltham Abbey | Neighbourhoods    | 30-Sep-16   |  Achieved | (Q1 2016/17) Completed |

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## NEIGHBOURHOODS SELECT COMMITTEE

### TERMS OF REFERENCE – 2016/17

**Title: Neighbourhoods Select Committee**

**Status: Select Committee**

#### **Terms of Reference:**

##### **General**

1. To undertake overview and scrutiny, utilising appropriate methods and techniques, of services and functions of the Neighbourhood and excluding those matters within the remit of the Audit and Governance Committee, the Standards Committee or the Constitution Working Group;
2. To consider any matter referred to the Select Committee by the Overview and Scrutiny Committee;
3. To keep under review:
  - (i) *Environmental enforcement activities;*
  - (ii) *Waste management activities; and*
  - (iii) *Leisure Management*
  - (iv) *Local Plan Scrutiny*
4. To respond to applicable consultations as appropriate;
5. To establish working groups as necessary to undertake any activity within these terms of reference;
6. To identify any matters within the services and functions of the Neighbourhoods Directorate that require in-depth scrutiny and report back to the Overview and Scrutiny Committee as necessary;

##### **Performance Monitoring**

7. To undertake performance monitoring in relation to the services and functions of the Neighbourhoods Directorate, against adopted Key Performance Indicators and identified areas of concern;

##### **Environment**

8. To monitor and keep under review the Council's progress towards the development and adoption of a corporate energy strategy / environmental policy and to receive progress reports from the Green Working Party.
9. To receive reports from the Waste Management Partnership Board in respect of the operation of and performance of the waste management contract;

**Leisure**

12. To monitor and keep under review leisure management matters and in particular the procurement of the Leisure Management Contract.

**Chairman: Cllr. N Bedford**

**Neighbourhoods Select Committee (Chairman – Cllr N Bedford)  
Work Programme 2016/17**

| <b>Item</b>  | <b>Report Deadline / Priority</b>  | <b>Progress / Comments</b>   | <b>Programme of Future Meetings</b>  |
|--|--|--|--|
| (1) Enforcement activity   | March 2017   | Annual report to Committee   | 28 <sup>th</sup> June 2016;<br>13 September;<br>15 November;<br><br>24 January 2017;<br>21 March |
| (2) KPIs 2015/16 – Outturn Review  | First meeting of each municipal year   | Outturn KPI performance report for 2015/16 - went to June 2016 meeting   |  |
| (3) KPIs 2016/17 - Quarterly review                                      | Quarterly  | Review of quarterly performance:<br>Q1 in September 2016;<br>Q2 in November '16;<br>Q3 in March '17  |  |
| (4) Corporate Plan Key Action Plan 2015/16 – Outturn Review              | First meeting of each municipal year   | Outturn Key Action Plan 2015/16 performance - went to June 2016 meeting  |  |
| (5) Corporate Plan Key Action Plan 2016/17 – Quarterly Review            | Quarterly  | Review of quarterly performance:<br>Q1 September 2016;<br>Q2 November 2016;<br>Q3 March 2017   |  |
| (6) To receive updates from the Green Corporate Working Party            | As appropriate<br>(Last update received on the current position in November '15) | To monitor and keep under review the Council's progress towards the development and adoption of a corporate energy strategy/environmental policy and to receive progress reports from the Green Working Party. |  |
| (7) To receive regular updates on the current position of the Local Plan | Update to go to each meeting.  | Committee to keep a watch in brief on the position of the District's Local Plan – (last went to March '16 meeting)   |  |

**Neighbourhoods Select Committee (Chairman – Cllr N Bedford)  
Work Programme 2016/17**

| <b>Item</b>  | <b>Report Deadline / Priority</b> | <b>Progress / Comments</b>   | <b>Programme of Future Meetings</b> |
|--|-----------------------------------|--|-------------------------------------|
| (8) Presentation on the problems and possible solutions for fly-tipping in the EFDC area | 13 Sept. 2016                     | To receive an update from EFDC officers on fly-tipping.  |                                     |
| (9) To receive an annual update on the Environmental Charter                             | June 2017                         | At their meeting on 28 June 2016 the Committee agreed to receive an annual update of the Council's Environmental Charter     |                                     |
| (10) Review of Land Drainage arrangements  | 13 September 2016                 | Item from the O&S Co-ordinating Group.<br>To receive a presentation from Officers on land drainage arrangements and problems |                                     |
| (11) Review of arrangements for ensuring the behaviour of Licenced taxi Drivers          | TBA                               | Item from the O&S Co-ordinating Group.   |                                     |