Neighbourhoods Select Committee
Tuesday, 20th March, 2018

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, 20th March, 2018
at 7.30 pm.

Derek Macnab
Acting Chief Executive

Democratic Services Officer
V. Messenger
Tel: (01992) 564243 Email:
democraticservices@eppingforestdc.gov.uk

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

SUBSTITUTE NOMINATION DEADLINE:
6.30 pm

1. APOLOGIES FOR ABSENCE

2. SUBSTITUTE MEMBERS (COUNCIL MINUTE 39 - 23.7.02)
(Director of Governance) To report the appointment of any substitute members for the meeting.

3. NOTES OF PREVIOUS MEETING (Pages 5 - 12)
To agree the notes of the meeting of the Select Committee held on 30 January 2018.

4. 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.

5. TERMS OF REFERENCE AND WORK PROGRAMME (Pages 13 - 18)

(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.

6. NEIGHBOURHOODS DIRECTORATE BUSINESS PLAN 2018/19 (Pages 19 - 38)

(Director of Neighbourhoods) To receive presentations of the Directorate Business Plans by the Portfolio Holders, relevant to the Neighbourhoods Select Committee (NSC).

This will enable the NSC to timetable scrutiny of the plans for 2018-19 municipal year.

7. KEY PERFORMANCE INDICATORS 2017/18 - QUARTER 3 PERFORMANCE (Pages 39 - 52)

(Director of Governance) To consider the attached report.

8. CORPORATE PLAN KEY ACTION PLAN 2017/18 - QUARTER 3 POSITION (Pages 53 - 62)

(Director of Governance) To consider the attached report.

9. LOCAL PLAN UPDATE

(Director of Neighbourhoods) To consider a report. (Report to follow).

10. CORPORATE PLAN 2018-2023 - PROGRESS REPORTING AND PERFORMANCE INDICATOR SET (Pages 63 - 132)

(Director of Neighbourhoods) To consider the attached report.

11. TRANSFORMATION PROGRAMME - PROJECT DOSSIER (Pages 133 - 140)

(Director of Neighbourhoods) To consider the attached report.

12. LEISURE MANAGEMENT CONTRACT

(Director of Neighbourhoods) To receive a report on the Leisure Management Contract Partnership Board meeting held on 5 March 2018.
13. **ENVIRONMENTAL ENFORCEMENT ACTIVITY - ANNUAL REPORT** (Pages 141 - 150)

(Director of Neighbourhoods) To consider and note the Enforcement Activity for 2017/18.

14. **BOBBINGWORTH NATURE RESERVE (FORMER LANDFILL SITE) LOCAL LIAISON GROUP** (Pages 151 - 154)

To consider the draft notes of the Local Liaison Group meeting held on 22 August 2017.

15. **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.

16. **FUTURE MEETINGS**

(Director of Neighbourhoods) To note that the meetings in the next municipal year 2018/19 for the Select Committee will be on:

- 26 June 2018;
- 20 September 2018;
- 20 November 2018;
- 29 January 2019; and
- 19 March 2019.
This page is intentionally left blank
Members Present:
N Bedford (Chairman), H Brady (Vice-Chairman), N Avey, R Baldwin, G Chambers, L Hughes, J Jennings, R Morgan, S Neville, A Patel, C P Pond, B Rolfe, M Sartin, G Shiell and J H Whitehouse

Other members present:
W Breare-Hall, J Philip, S Kane and C Whitbread

Apologies for Absence:
E Webster

Officers Present:
D Macnab (Deputy Chief Executive and Director of Neighbourhoods), T Baker (Land Drainage Engineer), S Bell (Land and Quality Water Officer), K Durrani (Assistant Director (Technical Services)), S Stranders (Drainage Manager) and V Messenger (Democratic Services Officer)

35. SUBSTITUTE MEMBERS (COUNCIL MINUTE 39 - 23.7.02)

It was reported that Councillor G Chambers was substituting for Councillor E Webster.

36. NOTES OF PREVIOUS MEETING

RESOLVED:

That the notes of the last meeting of the Neighbourhoods Select Committee held on 21 November 2018 be agreed, subject to Councillor B Rolfe having also given his apologies.

37. DECLARATIONS OF INTEREST

There were no declarations of interest made pursuant to the Member’s Code of Conduct.

38. TERMS OF REFERENCE AND WORK PROGRAMME

(1) Terms of Reference

These were noted by members.

(2) Work Programme

On item (1) Neighbourhoods Directorate Business Plan 2018/19 – the Chairman advised that the relevant Portfolio Holders would give a presentation to members at the next meeting on 20 March 2018.

On items (3) KPIs 2017/18 and (4) Corporate Plan Key Action Plan – it was noted that the quarter 3 performance would be reported to the next meeting on 20 March 2018.
On items (6) Transformation Projects relevant to this Committee and (7) Transformation Projects closure and benefits – it was noted that there had been no upcoming reports.

On items (13) Yearly review of the Off-street Parking Service – an update would be provided at the next meeting as this was close to the end of the financial year. The full report would be reported at meetings of the Cabinet and then Council.

39. ENGINEERING, DRAINAGE AND WATER TEAM

The Technical Services Assistant Director, K Durrani, introduced his officers – S Stranders (Land Drainage Manager), T Baker (Land Drainage Engineer) and S Bell (Land and Water Quality Officer).

Land drainage

The Land Drainage Engineer made a presentation on the work of the Engineering, Drainage and Water Team (EDWT). The EDWT was on call 365 days a year to provide a discretionary emergency flood response around the roads of the Epping Forest district. Officers would monitor and respond to incidents and worked closely with the Environment Agency (EA), Essex Fire and Rescue, Essex County Council (ECC) and relevant water companies.

Recent incidents had involved a burst water main in Loughton and Nazeing, a low lying area which was prone to flooding. The Council was proactive in investing in flood alleviation schemes. Examples given included Thornwood Brook (Thornwood Common), and Church Lane and Thornhill (North and South) in North Weald. This showed how contained water was let through in controlled flows. The rates at Thornwood and Thornhill were remotely monitored by telemetry and fixed image CCTV systems. Church Lane, North Weald worked by the use of a bypass channel alongside the road with a controlled runoff into the brook. Also Loughton Brook Reservoir, on City of London Corporation Land, had latterly passed to the EA.

The team also monitored and maintained 50 storm grilles, which helped to protect key surface pipes, and 2,500 kilometres of ordinary watercourses. The Council’s contractor checked this on a bi-monthly basis.

Since 1983 the Council had its own Land Drainage Byelaws to help control development along water courses, and was the only district within Essex to have such byelaws. The Council currently issued consents for this type of work (under the Land Drainage Act 1991 and delegated from Essex County Council), and charged an administration fee of £50. The Council also had enforcement powers under this Act, which were used when necessary.

The EDWT worked within the National Planning Policy Framework to reduce flood risk. It had assessed over 1,200 planning applications last year for flood risk and drainage concerns. It had also worked with Planning Policy during the draft Local Plan process to ensure policies on the management of flood risk and drainage were robust.

Members were also apprised of different ways that the EDWT used to manage flood risk as it was very proactive in the District. One way was through Surface Water Management Plans (SWMP). ECC had determined that Loughton was a ‘Tier 1’ location and in 2016 the Loughton, Buckhurst Hill and Theydon Bois SWMP was completed. This identified seven Critical Areas of Drainage to help manage predicted
flood risk. Waltham Abbey (Tier 2) would be the next area for a SWMP. The Council uniquely had its own Flood Risk Assessment Zones (FRAZs). These were zones derived from the catchments of ordinary watercourses where there was a particular risk of flooding to help alleviate flood risk. The use of Sustainable Drainage Systems (SuDS) was also explained as a way to manage flows back upstream to the source to reduce flash floods, and on new development sites to lessen their impact on existing drainage systems. Lastly ECC assessed flooding proposals it received and had made grants available for this purpose, which were delivered by a local scheme promoter.

Land and water quality

The Land and Water Quality Officer reported that the Council had a duty to risk assess and sample water quality and enforcement powers to ensure private water supplies were safe for human consumption and without risk to human health. This covered water extracted from boreholes, the 78 known private water suppliers, of which 38 had been inspected, and there might be other unknown water supplies. Problems could arise for instance where there might not be a sewage system and that where this was privately maintained, it did not impact on private water supplies. The Lee Valley sustained a large horticultural nursery industry so it was important that water used to irrigate crops was not then used for public consumption. Many nurseries did not have effective contamination reductions in place. Water towers also needed to be inspected. The Drinking Water Inspectorate considered these sites were the most high risk in the UK.

The Council was statutorily required to inspect and assess contaminated land under the Environmental Protection Act 1990. There were several thousand potentially contaminated land sites. These included former landfills, ex gas works, factories, brickworks and munitions stores. It also investigated the pollution of watercourses to maintain and improve water quality.

General drainage issues

The Land Drainage Manager spoke about general drainage issues and that her officers liaised with the water companies (Thames Water and Affinity Water), the EA and other organisations. The Council operated and maintained seventeen treatment plants and pumping stations. The Council had a statutory requirement under the Building Act 1984 and Public Health Acts that to ensure buildings had adequate drainage. In October 2011 most private sewers transferred to Thames Water. The Council was also responsible for all rural drainage systems, misconnections and other problems. The Council had ongoing capital projects and managed its own assets. Bobbingworth Nature Reserve, a former landfill site, was one such successful project in operation. Other matters covered replying to Freedom of Information and Environment Information Requests and environmental consultations. She explained that income was generated in several ways including, land drainage consents and sponsorship of six roundabouts. There was also the potential for other income generators.

Councillor N Bedford thanked the officers for their presentations. An opportunity for members to ask questions then followed.

Councillor S Neville asked about the 38 inspections served and 21 enforcement notices issued, and whether this was on each of the sites or more than one notice went to certain sites. He also asked when the report would be finalised for Cascade Road, Buckhurst Hill.
The Land and Water Quality Officer replied that the sites were often owned by multiple people so each owner would be issued with a notice. At Cascade Road, the residents had been issued with two newsletters about the elevated organic materials found, which had necessitated further analyses of samples and dealing with householders’ letters.

Councillor H Brady asked about the problems encountered in Stapleford Abbotts where effluent from a traveller site often leaked onto the road outside. She was asked to provide further details after the meeting, so it could be investigated.

Councillors J H Whitehouse referred to the Thornhill scheme in North Weald and asked what contributions developers made towards flood alleviations.

The Land Drainage Engineer said that the Council was unlikely to allow development in a designated flood zone, especially if it was identified in the Local Plan and they would look at using S106 monies.

Councillor N Avey asked to what extent did the Council recommend porous hard surfacing. The Engineer replied that the Council absolutely required permeable paving on any development unless there was a good reason.

Councillor R Baldwin said that soakaways were a solution for flooding in gardens and asked why couldn’t the sewerage system be used as a drainage system. The Engineer replied that soakaways were not suitable for the Epping Forest district. They could happen in rural areas but not in urban areas, so the Council did not encourage this.

Councillor M Sartin asked if their working relationship with the EA was amenable? She was advised that if you could engage with an officer then they were helpful but their staff resources were very stretched. On real every day issues it would be difficult and very rarely would the EA take enforcement action. This was why the Council would take the necessary action to resolve an issue because if they had not taken action then the Council would have been criticised by the ombudsman.

Councillor A Patel was concerned that Buckhurst Hill residents often complained that the drains were blocked in The Meadway and Stradbrook Drive and asked about the maintenance programme for this area.

The Land Drainage Engineer advised that Thames Water primarily served this area but after a flood the Council’s EDWT would check to see if there was a problem with their system. The EDWT was proactive if the water courses were causing issues but by and large it was Thames Water’s responsibility. P Charman, the Emergency Planning Officer, had carried out some training on this to improve education awareness.

Councillor N Bedford asked about misconnections. The Land Drainage Manager replied that these occurred, for example, when at a domestic property the washing machine had been plumbed incorrectly into the water supply. It was down to the local authority who had the powers to correct. Surface water to foul water was undetectable, but misconnecting foul water going into water courses was a health hazard that needed to be resolved.

Councillor N Bedford asked about flood alleviation in North Weald regarding the plans to improve the scheme if it was filling up to 75 per cent, and would a grant be applied for to help resolve this problem.
The Land Drainage Engineer replied the scheme was designed to work. It could be breached but it was designed not to flood and had been in place for twenty years.

Councillor R Baldwin was concerned that there were seventeen sewerage and pumping stations nearing the end of their life and asked if Thames Water was responsible for these stations.

The Land Drainage Engineer replied that when the Council would need to replace a sewerage treatment plant, it would look to replace the plant and units. There was ‘Housing’ capital funding available.

Councillor W Breare-Hall said that the Drainage Team were very committed professionals. They had spoken about SuDS and their importance in the LP and asked if the long term maintenance and management of SuDS was difficult.

The Land Drainage Engineer replied that there were various mechanisms that could be used, such as getting managing agents to act when it was their responsibility and local authorities using their own vehicles to maintain those sorts of assets. The Council could also secure funds via S106 agreements.

The Technical Services Assistant Director advised that as part of the development of the LP, the Council was actively looking at this, i.e. that a land trust could adopt a SuDS after its development. As the LP went through public examination, this would need to be investigated. It was likely that a third party would be taking over full responsibility to manage / maintain, and would be required to be legally bound to an agreement. As there were many small sites below the threshold, the Council would therefore be looking for external third parties to take on this work.

Councillor J Jennings asked if the Council encouraged the recycling of rainwater, as brown waste, to flush toilets etc. in new developments.

The Land Drainage Engineer replied that there was a policy that would be backed up by the LP for internal water systems. This was not yet at a commercial price except for large developments.

Councillor N Bedford thanked the officers again for attending the Neighbourhoods SC meeting.

40. LOCAL PLAN UPDATE

The Deputy Chief Executive and Director of Neighbourhoods, D Macnab, reported that there had been extensive consultation with local councils over the course of the draft Local Plan (LP). A database of respondents had built considerably and now numbered around 13,000. The Council had published the Submission version of the LP on 14 December 2017 to seek representations on its soundness and legal compliance. This consultation (Regulation 19) had received around 1,000 responses, which were currently being processed by officers, for the Inspector to consider. As the Government was proposing a new Housing Delivery Test, if the Council was to delay its LP submission for Independent Examination beyond the March 2018 deadline, it might have to build some 923 houses per annum instead of 518 – the quota currently identified as the District’s housing requirement. A programme officer to support the Inspector while the LP was undergoing examination, had been secured. This officer was familiar with the process and with the Epping Forest District area.
Moving forward from plan making to plan implementation, the Council had agreed to the production of ‘strategic masterplans’ and to the introduction of Planning Performance Agreements. It had also been agreed that additional staff resourcing would be required to implement the proposed new LP, specifically for the required growth in housing, employment and infrastructure. The Developer Forum, for sites around Harlow and the rest of the District, would hold its next meeting on 26 February 2018. The Planning Policy team was liaising with relevant landowners / developers through the Developer Forum and had commenced individual meetings on the masterplan areas. The Garden Town Forum specifically co-ordinated the sites in Harlow and East Herts Districts and a project director, C Hamilton, had now been appointed. She would be based here at Epping, and also partly at East Herts District Council. In terms of the Gilston Garden Town, the Council was still pursuing external funding for further work on the transport corridor. The Garden Town funding of £175,000 secured in 2017/18 had been ring-fenced to support the setting up of a Quality Review Panel. Consultants had been appointed to prepare a spatial vision and design charter. Also a pool of seventeen external professionals had been appointed to draw on their expertise and advice would be sought when schemes were presented to the Review Panel.

Councillor A Patel queried the Government’s Housing Delivery Test and if there was under-delivery, would a presumption in favour of development apply.

Councillor J Philip, Planning and Governance Portfolio Holder, replied that the Council did not think this test was suitable but the presumption was that it was suitable. The planning committees were the only influence but they could decide that there were other mitigating factors and list them. There would also be training for members on the planning committees in February. Development Management colleagues must also give weight to the LP and where they could find arguments to support any development according to the LP.

Councillor G Chambers asked how the consultation representations received under Regulation 19 would be presented.

The Director of Neighbourhoods replied that there was a requirement to take all the representations and correlate them against the policies in the LP. They would all be published and he advised members that there would be a Local Plan Cabinet Committee meeting arranged in May when it would be reported. He also explained that the Community Infrastructure Levy (CIF) might come in later, or not at all, as at this stage officers did not know whether it would be beneficial to the Council. The Council would have to adopt the LP first and then check on CIFs.

Councillor C P Pond asked if the Inspector would have access to all the responses submitted and would they be accepted in all formats i.e. as paper, email and on the forms.

The Director of Neighbourhoods emphasised that the Inspector would have access to every single comment indexed against the LP policies. Councillor J Jennings was pleased as this would not penalise respondents who had not used the formal response form.

Councillor S Neville asked if there was a chance that these responses would delay the Inspector.

Councillor J Philip said that the Inspector would take all the representations that the Council had received during the Regulation 19 consultation and that this would be in
time for the Council to submit the LP for public examination before the end of March 2018. As the Council was an authority with a significant amount of Green Belt Land it would be dealt with correctly. The Inspector might ask for additional clarification on some sites or could instruct the Council to make modifications.

Councillor J H Whitehouse said that the pressure should be on developers to build more sites and asked for more information on the Quality Review Panel.

Councillor J Philip replied that the Government had said that national planning policies could not change this. There were incentives. Encouraging developers to build was one and therefore the developer forums were useful in this respect. There were also planning performance agreements, which were a reflection on their commitment to develop. The Council had a duty to cooperate with partners on infrastructure development and an interest to join in and unlock sites by having an infrastructure. Information on the membership of the Quality Review Panel and their areas of expertise would be published in the Members Bulletin. They had been initially appointed under the auspices of the Garden Town Forum.

Councillor S Kane asked about the future format of the masterplanning exercise and where were we on changing the planning committees.

Councillor J Philip commented that there appeared to be increasing dichotomies on any changes to the planning committees. However, masterplanning would involve members. It was important to find a way forward and to make sure that these masterplan areas were better places for people to live and work in.

**Agreed:**

Director of Neighbourhoods – to publish in the Members Bulletin information of the membership of the Quality Review Panel and their areas of expertise.

41. CORPORATE GREEN WORKING PARTY

The Corporate Green Working Party report was noted. The Director of Neighbourhoods advised members that he would ensure more information was provided in these reports so that members would be able to scrutinise the progress / work of Working Party.

Councillor J Jennings commented that she was pleased to see that water fountains were coming back and that carafes were being used at tonight’s meeting. This was a step forward to stop plastic bottle use.

Councillor J H Whitehouse asked if the full report could be circulated fairly soon, before the next meeting of the Neighbourhoods SC.

Councillor S Neville asked if the ‘actions spreadsheet’ could in future be part of the agenda report.

**Agreed:**

The Director of Neighbourhoods – to liaise with the Environmental Coordinator to receive a full report of the CGWP’s activities, including the actions spreadsheet in future agendas of the Neighbourhoods SC.
42. REPORTS TO BE MADE TO THE NEXT MEETING OF THE OVERVIEW AND SCRUTINY COMMITTEE

It was noted that the Chairman would report to O&S that the Engineering, Drainage and Water Team had made a presentation to the NSC at its meeting on 30 January 2018 when members had scrutinised their work.

43. FUTURE MEETINGS

It was noted that the next meeting of the Neighbourhoods SC would be held on 20 March 2018 at 7.30pm.
# Neighbourhoods Select Committee

## Terms of Reference – 2017/18

<table>
<thead>
<tr>
<th>Title: Neighbourhoods Select Committee</th>
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<td><strong>Status:</strong> Select Committee</td>
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### Terms of Reference:

#### General

1. To undertake overview and scrutiny, utilising appropriate methods and techniques, of services and functions of the Neighbourhood Directorate;

2. To consider any matter referred to the Select Committee by the Overview and Scrutiny Committee;

3. To keep under review:
   - Environmental enforcement activities;
   - Waste management activities; and
   - Leisure Management
   - 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

10. To monitor and keep under review leisure management matters and in particular the procurement of the Leisure Management Contract.
<table>
<thead>
<tr>
<th>Transformation Project</th>
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</table>
| 11. Transformation Projects relevant to this Committee:  
  Details of relevant new transformation projects to be submitted to the relevant SC for scrutiny.  
  |
| 12. Transformation Projects closure and benefits reports:  
  That any Directorate appropriate project closure and benefits realisation reports to be submitted to this SC for information.  
  |

Chairman: Cllr. Bedford
# Neighbourhoods Select Committee (Chairman – Cllr Bedford)
## Work Programme 2017/18

<table>
<thead>
<tr>
<th>Item</th>
<th>Report Deadline / Priority</th>
<th>Progress / Comments</th>
<th>Programme of Future Meetings</th>
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<tbody>
<tr>
<td>(2) KPIs 2016/17 – Outturn Review</td>
<td>First meeting of each municipal year</td>
<td>Outturn KPI performance report for 2016/17 - went to 27 June 2016 meeting (COMPLETED)</td>
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</table>
| (3) KPIs 2017/18 - Quarterly Review | Quarterly | Review of quarterly performance:
Q1 in September 2017; (COMPLETED)
Q2 in November ‘17; (COMPLETED)
Q3 in March ‘18 |  |
| (4) Corporate Plan Key Action Plan 2016/17 – Outturn Review | First meeting of each municipal year | Outturn Key Action Plan 2016/17 performance - went to 27 June 2017 meeting (COMPLETED) |  |
| (5) Corporate Plan Key Action Plan 2017/18 – Quarterly Review | Quarterly | Review of quarterly performance:
Q1 September 2017; (COMPLETED)
Q2 November 2017; (COMPLETED)
Q3 March 2018. |  |
| (6) Transformation Projects – relevant to this Committee. | As appropriate. | Details of relevant new transformation projects to be submitted to the relevant SC for scrutiny. |  |
| (7) Transformation Projects – closure and benefits reports | As appropriate. | That any Directorate appropriate project closure and benefits realisation reports be submitted to this SC for information. |  |
| (8) Local Plan – to receive regular updates on the current position | Update to go to each meeting | Committee to keep a watch in brief on the position of the District’s Local Plan. |  |

As at March 2018
<table>
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</table>
| (9) Environmental Enforcement Activity | 20 March 2018 | (a) Annual report to Committee.  
(b) Neighbourhoods (D Macnab) to co-ordinate with PR to raise public awareness and increase publicity of successful prosecutions. |  |
| (10) Green Corporate Working Party – to receive progress report | As appropriate: June 2018 | (a) To monitor and keep under review the Council’s progress towards the development and adoption of a corporate environmental policy / energy strategy.  
(b) To receive Officer progress report (not Minutes). (Last update on current position received from meeting held on 5 December 2017, next meeting to be held on 5 March 2018).  
Last update report received 30 January 2018. |  |
| (11) Environmental Charter – to receive an annual update | June 2017 | At their meeting on 28 June 2016 the Committee agreed to receive an annual update of the Council’s Environmental Charter (COMPLETED) |  |
| (12) Licenced Taxi Drivers – review of arrangements | June 2018 | Item from the O&S Co-ordinating Group |  |
| (13) Off-Street Parking Service – yearly review | June 2018 | To review on an annual basis the off-street parking service. The contract with NSL started April 2017.  
(NB: 1st meeting of Off-Street Car Parking Contract Partnership Board held on 7 December 2017). |  |
### Neighbourhoods Select Committee (Chairman – Cllr Bedford)
#### Work Programme 2017/18

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<tr>
<td>(15) Emergency planning – to report on the Council’s emergency response systems and emergency housing arrangements</td>
<td>June 2018</td>
<td>Following the Grenfell Tower Fire – to consider our procedures.</td>
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<tr>
<td>(16) Land Drainage Officer, Technical Services Directorate</td>
<td>January 2018</td>
<td>Invitation to attend – to report on the various land drainage and flood matters with which officers are involved. <strong>(COMPLETED)</strong></td>
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<tr>
<td>(17) Air Quality Officer</td>
<td>June 2018</td>
<td>Invitation to attend.</td>
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<tr>
<td>(18) Public Health Officer</td>
<td>June 2018</td>
<td>Invitation to attend – to report on: (a) How the team works and which departments come under Public Health; (b) How to raise the profile; (c) Trends; and (d) Identification of hazards.</td>
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<tr>
<td>(19) Health and Safety Policies</td>
<td>June 2018</td>
<td>To be determined.</td>
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Neighbourhoods Directorate

Service Area Business Plans

Last updated: Tuesday 02 February 2018
**Service Area:** Technical Services

**Approval & authorisations**

Responsible Officer: Qasim (Kim) Durrani

Service Accountant (Noted): Mark Helling

Director: Derek Macnab

Management Board

Portfolio Holder(s): Cllr Sam Kane, Cllr Will Breare-Hall
<table>
<thead>
<tr>
<th>No.</th>
<th>Action</th>
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<th>Lead Officer/Title</th>
<th>Cross Ref</th>
<th>Project Ref/BaU</th>
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<tbody>
<tr>
<td>1</td>
<td>Successful implementation of the Loughton Broadway Parking Review</td>
<td>31 October 2019</td>
<td>Phase 1 having been successfully implemented in 2017 work has begun on Phase 2. This will include scoping study and outline designs to assess displaced vehicles, identification of roads where restrictions could be introduced, options for Resident Parking Zones and pay and display areas. Benefits: Roads less congested, delivery drivers can access roads, residents can park their vehicles</td>
<td>Amanda Hoadley Car Parking Manager</td>
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| 2   | Service review of the dry recycling service to mitigate the increased operational costs relating to free supply of recycling sacks | August 2018
For service review
November 2018
For Cabinet report
1 April 2019
For strategy to implement service change if agreed by Cabinet | Success: When a full review of the dry recycling collection service has been carried out, with a focus on the options for replacing dry recycling sacks with a third wheelie bin, including cost benefit analysis. Benefit: Business case may result in ongoing cost savings | David Marsh Waste and Recycling Manager |           |                 |
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</thead>
</table>
| 3   | Service review of the Nursery service to vacate the Pyrles Lane Nursery site and relocate to Town Mead Depot, Waltham Abbey | August 2017 For service review  
June 2018 Cabinet decision if additional funding required  
January 2019 Relocation to new site | Success: When all current services, with the exception of growing its own plants, namely: seasonal bedding, planting, weeding, watering, landscape maintenance and tree care programme can be provided from Town Mead Depot in Waltham Abbey  
Benefit: The redevelopment/sale of current nursery site at Pearls Lane will generate financial income for the Council | Phil Hawkins Grounds Maintenance Manager |           |                 |
<table>
<thead>
<tr>
<th>No.</th>
<th>Action</th>
<th>Deadline</th>
<th>Target/Success Measure</th>
<th>Lead Officer/Title</th>
<th>Cross Ref</th>
<th>Project Ref/BaU</th>
</tr>
</thead>
</table>
| 4   | Service enhancement of Fleet Operations Service                       | June 2018 For review     | Success:  
  a) extend admin to full time  
  b) recruit new apprentice  
  c) roll out new fleet management software system  
  d) new class 5 minibus MOT testing including training 2 mechanics  
  e) review of depot costs/budget to adjust recharges  
  f) Reduce cash payments to online or card facility  
Benefit:  
  Streamlined customer contact,  
  Move to electronic and digital communications,  
  Increased income | Kim Durrani  
Assistant Director with  
Arvin Kane  
Fleet Operations Manager |           |                             |
| 5   | Implementation of Sustainable Drainage Systems (SuDS) and green infrastructure element of the Local Plan | March 2018 Scoping  
June 2018 Outline and key stakeholders  
June 2019 SuDS team in place, Review and implementation | Success:  
Now that the Local Plan is being prepared for submission in March 2018 it is time to consider the implementation of the SuDS and green infrastructure including options for delivery.  
Benefits:  
When the benefits identified in the Local Plan are realised by the creating of a delivery vehicle | Kim Durrani  
Assistant Director with  
Susan Stranders  
Drainage Manager  
Abigail Oldham Countryside Manager |           |                             |
<table>
<thead>
<tr>
<th>No.</th>
<th>Action</th>
<th>Deadline</th>
<th>Target/Success Measure</th>
<th>Lead Officer/Title</th>
<th>Cross Ref</th>
<th>Project Ref/BaU</th>
</tr>
</thead>
<tbody>
<tr>
<td>6</td>
<td>Raise awareness and biodiversity with a community/school conservation and art project at the new development at St John's Road, Epping</td>
<td>August 2019</td>
<td>Number of children, community organisations involved Number of trees and bulbs planted</td>
<td>Abigail Oldham Countryside Manager</td>
<td>1.1</td>
<td>1.5 2.1</td>
</tr>
<tr>
<td>7</td>
<td>Implementation of Private Water Supply Regulations</td>
<td>January 2019</td>
<td>Success: When 100% risk assessments have been completed on all the private water supply sites across the District and statutory notices have been complied with. Benefit: Public health risk minimised The risk to the Council of being criticised for lack of carrying out its statutory duty will be mitigated</td>
<td>Susan Stranders Drainage Manager</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Technical Services Resources

### Estimated revenue savings / growth

<table>
<thead>
<tr>
<th>Savings/growth item description</th>
<th>Year</th>
<th>Amount (£)</th>
<th>Reasons</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review of dry recycling sack service, if deemed feasible to shift to a wheelie bin instead of sacks</td>
<td>2019/20</td>
<td>£70,000</td>
<td>Reduction in purchase of dry recycling sacks</td>
</tr>
<tr>
<td>Sale of Pyrles Lane site</td>
<td>2019/20</td>
<td>£3,500,000</td>
<td>Estimated sale price</td>
</tr>
</tbody>
</table>

### Estimated capital growth

<table>
<thead>
<tr>
<th>Growth item description</th>
<th>Year</th>
<th>Amount (£)</th>
<th>Reasons</th>
</tr>
</thead>
<tbody>
<tr>
<td>Costs associated with the delivery of the Loughton Broadway Parking Review</td>
<td>2017/18, 18/19</td>
<td>£265,000</td>
<td>Design, traffic orders and signing and lining works</td>
</tr>
<tr>
<td>Review of dry recycling sack service, if deemed feasible to shift to a wheelie bin instead of sacks</td>
<td>2019/20</td>
<td>£1,000,000</td>
<td>For the purchase of wheelie bins</td>
</tr>
<tr>
<td>Review of dry recycling sack service, if deemed feasible to shift to a wheelie bin instead of sacks</td>
<td>2019/20</td>
<td>£230,000</td>
<td>CSB costs for moving to wheelie bin collections</td>
</tr>
<tr>
<td>Costs to redevelop Town Mead Depot to make fit for relocation of Nursery Service from Pyrles Lane</td>
<td>2017/18, 18/19</td>
<td>£145,000</td>
<td>Health and safety works and modifications to the site including storage and office space</td>
</tr>
</tbody>
</table>
Planning Policy Service
Business Plan 2018-19
<table>
<thead>
<tr>
<th>Planning Policy SERVICE PLAN 2018-19</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assistant Director</strong></td>
</tr>
<tr>
<td><strong>Principal / Service accountant (noted)</strong></td>
</tr>
<tr>
<td><strong>Leadership Team and Management Board approval</strong></td>
</tr>
<tr>
<td><strong>Responsible officer</strong></td>
</tr>
<tr>
<td><strong>Portfolio</strong></td>
</tr>
<tr>
<td><strong>[portfolio title]</strong></td>
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<tr>
<td>No.</td>
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</tr>
<tr>
<td>1</td>
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<td>2</td>
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<tr>
<td>3</td>
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<tr>
<td>No.</td>
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<tr>
<td>4</td>
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<tr>
<td>5</td>
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</tbody>
</table>

### Resources Plan

<table>
<thead>
<tr>
<th>Estimated revenue savings</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Savings item description</strong></td>
</tr>
<tr>
<td>Growth fund received from MHCLG for Harlow and Gilston Garden Town (with East Herts and Harlow Councils)</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Growth item description</td>
</tr>
<tr>
<td>----------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Establishment of an Implementation Team to ensure the effective delivery of the site</td>
</tr>
</tbody>
</table>
Neighbourhoods Services
Business Plan 2018-19
<table>
<thead>
<tr>
<th>NEIGHBOURHOODS SERVICES PLAN 2018-19</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assistant Director</strong></td>
</tr>
<tr>
<td><strong>Principal / Service accountant (noted)</strong></td>
</tr>
<tr>
<td><strong>Leadership Team and Management Board approval</strong></td>
</tr>
<tr>
<td><strong>Responsible officer</strong></td>
</tr>
<tr>
<td><strong>Portfolio</strong></td>
</tr>
<tr>
<td><strong>Environment</strong></td>
</tr>
<tr>
<td>Signed ..................................................</td>
</tr>
<tr>
<td>Date..................................................</td>
</tr>
<tr>
<td><strong>Leisure &amp; Community Services</strong></td>
</tr>
<tr>
<td>Signed ..................................................</td>
</tr>
<tr>
<td>Date..................................................</td>
</tr>
<tr>
<td><strong>Safer Greener &amp; Cleaner</strong></td>
</tr>
<tr>
<td>Signed ..................................................</td>
</tr>
<tr>
<td>Date..................................................</td>
</tr>
<tr>
<td>No.</td>
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</tr>
<tr>
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<td>3</td>
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<td>5</td>
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</tbody>
</table>
## Estimated revenue savings

<table>
<thead>
<tr>
<th>Savings item description</th>
<th>Year</th>
<th>Amount (£)</th>
<th>Reasons</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leisure Centre income</td>
<td>2018/19</td>
<td>£620,000</td>
<td>Being income anticipated from the management fee resulting from the Leisure Contract</td>
</tr>
<tr>
<td>NPAS Income</td>
<td>2018/19</td>
<td>£54000</td>
<td>Being income for half year NPAS rent. There is potential for limited additional landing rights income in FY2018/19 but that is dependent upon completion of construction work.</td>
</tr>
</tbody>
</table>

## Estimated capital growth

<table>
<thead>
<tr>
<th>Growth item description</th>
<th>Year</th>
<th>Amount (£)</th>
<th>Reasons</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leisure Centres</td>
<td>2018/19</td>
<td>£1,000,000</td>
<td>Being annual capital growth attributed to refurbished and new leisure centre developments due for completion in FY2018/19.</td>
</tr>
<tr>
<td>Assistant Director</td>
<td>Karim Pabani, Chief Estates Officer</td>
<td></td>
<td></td>
</tr>
<tr>
<td>--------------------</td>
<td>-----------------------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Principal / Service accountant (noted)</td>
<td>John Bell/Jyoti Kanji</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leadership Team and Management Board approval</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Responsible officer</td>
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</tr>
<tr>
<td>Portfolio</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>[portfolio title]</td>
<td>Clr [name]</td>
<td></td>
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<tr>
<td>Signed</td>
<td>...........................................</td>
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<tr>
<td>Date</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>No.</td>
<td>Action</td>
<td>Deadline</td>
<td>Target / Success measure(s)</td>
</tr>
<tr>
<td>-----</td>
<td>------------------------------------------------------------------------</td>
<td>---------------</td>
<td>-----------------------------------------------------------------</td>
</tr>
<tr>
<td>1</td>
<td>Complete letting of Epping Forest Shopping Park</td>
<td>December 2018</td>
<td>Units occupied. Terms agreed to in line with Development Appraisal</td>
</tr>
<tr>
<td>2</td>
<td>Finalise Letting of Retail Units at Landmark, Debden</td>
<td>September 2018</td>
<td>Tenants in occupation.</td>
</tr>
<tr>
<td>3</td>
<td>Dispose of Pyrles Lane Nursery</td>
<td>September 2018</td>
<td>Sale Agreed for former Nursery</td>
</tr>
<tr>
<td>4</td>
<td>Develop Economic Development Strategy in line with Local Plan</td>
<td>September 2018</td>
<td>Strategy Adopted by Cabinet</td>
</tr>
<tr>
<td>5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Asset Management and Economic Development

#### Estimated revenue savings

<table>
<thead>
<tr>
<th>Savings item description</th>
<th>Year</th>
<th>Amount (£)</th>
<th>Reasons</th>
</tr>
</thead>
<tbody>
<tr>
<td>Additional Income from Landmark</td>
<td>2018/19</td>
<td>£250,000</td>
<td>Additional Lettings Income</td>
</tr>
<tr>
<td>Additional Income from Shopping Park</td>
<td>2018/19</td>
<td>£2.5m</td>
<td>In line with Medium Term Financial Strategy</td>
</tr>
</tbody>
</table>

#### Estimated capital growth

<table>
<thead>
<tr>
<th>Growth item description</th>
<th>Year</th>
<th>Amount (£)</th>
<th>Reasons</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Receipt from Pyrles Lane Nursery</td>
<td>2018/19</td>
<td>£3m</td>
<td>Capital Receipt from Sale</td>
</tr>
</tbody>
</table>
Report to: Neighbourhoods Select Committee

Date of meeting: 20 March 2018

Portfolio: Environment (Cllr W Breare-Hall)

Subject: Key Performance Indicators: 2017/18 - Quarter 3 performance

Officer contact for further information: Monika Chwiedz (01992 562076)

Democratic Services Officer: Vivienne Messenger (01992 564265)

Recommendations/Decisions Required:

(1) That the select committee reviews Q3 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 identify performance measures, set targets, monitor and review KPI performance, and 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-two (32) Key Performance Indicators (KPIs) for 2017/18 was adopted by the Finance and Performance Management Cabinet Committee in March 2017. 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 Q3 performance summary in respect of the KPIs falling within the Neighbourhoods Select Committee’s areas of responsibility for 2017/18, together with a detailed performance report for each of these indicators, is attached at Appendix 1 to this report.

**Key Performance Indicators 2017/18 – Q3 Performance**

4. The overall position for all thirty-two (32) KPIs at the end of the Quarter 3, was as follows:

   (a) 25 (78%) indicators achieved third quarter target;
   (b) 7 (22%) indicators did not achieve third quarter target, although 4 (13%) of KPIs performed within the agreed tolerance for the indicator; and,
   (c) 25 (78%) indicators are currently anticipated to achieve the cumulative year-end target, 4 (13%) indicators are anticipated not to achieve year-end target and a further 3 (9%) are uncertain whether they will achieve the cumulative year-end target.

5. **Neighbourhoods Select Committee indicators** – Twelve (12) 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 Q3 for these 12 indicators, was as follows:

   (a) 9 (75%) indicators achieved target;
   (b) 3 (25%) indicators did not achieve target, although 2 (17%) of these KPI’s performed within the agreed tolerance for the indicator;
   (c) 9 (75%) of indicators are currently anticipated to achieve year-end target, whilst 1 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.

7. The Select Committee is requested to review Q3 performance for the KPIs within its areas of responsibility. This information was also considered by Management Board on 25 January 2018 and will be considered by the Finance and Performance Management Cabinet Committee on 30 March 2018.

**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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Key Performance Indicators 2017/18 – Quarter 3 Performance Report

<table>
<thead>
<tr>
<th>Neighbourhoods Quarterly Indicators</th>
<th>Q1 2017/18</th>
<th>Q2 2017/18</th>
<th>Q3 2017/18</th>
<th>Q4 2017/18</th>
<th>Is year-end target likely to be achieved?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Target</td>
<td>Value</td>
<td>Status</td>
<td>Target</td>
<td>Value</td>
</tr>
<tr>
<td>NEI001 How much non-recycled waste was collected for every household in the district?</td>
<td>95</td>
<td>105</td>
<td></td>
<td>196</td>
<td>205</td>
</tr>
<tr>
<td>NEI003 What percentage of our district had unacceptable levels of litter?</td>
<td>8%</td>
<td>10.97%</td>
<td></td>
<td>8%</td>
<td>6%</td>
</tr>
<tr>
<td>NEI004 What percentage of our district had unacceptable levels of detritus (dust, mud, stones, rotted leaves, glass, plastic etc.)?</td>
<td>10%</td>
<td>4.83%</td>
<td></td>
<td>10%</td>
<td>5.1%</td>
</tr>
<tr>
<td>NEI005 What percentage of the issues and complaints received by the Environment &amp; Neighbourhoods Team received an initial response within 3 days?</td>
<td>95.5%</td>
<td>98.19%</td>
<td></td>
<td>95.5%</td>
<td>97.77%</td>
</tr>
<tr>
<td>NEI006 What percentage of the recorded incidences of fly-tipping are investigated within 3 working days of being recorded?</td>
<td>90%</td>
<td>98.72%</td>
<td></td>
<td>90%</td>
<td>98.5%</td>
</tr>
<tr>
<td>NEI007 What percentage of recorded incidences of fly-tipping (contract cleared) are removed within 5 working days of</td>
<td>90%</td>
<td>92.77%</td>
<td></td>
<td>90%</td>
<td>93.99%</td>
</tr>
</tbody>
</table>
### Key Performance Indicators 2017/18 – Quarter 3 Performance Report

<table>
<thead>
<tr>
<th>Neighbourhoods Quarterly Indicators</th>
<th>Q1 2017/18</th>
<th>Q2 2017/18</th>
<th>Q3 2017/18</th>
<th>Q4 2017/18</th>
<th>Is year-end target likely to be achieved?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Target</td>
<td>Value</td>
<td>Status</td>
<td>Target</td>
<td>Value</td>
</tr>
<tr>
<td>NeI008 What percentage of the</td>
<td>90%</td>
<td>94.74%</td>
<td>✔️</td>
<td>90%</td>
<td>93.76%</td>
</tr>
<tr>
<td>recorded incidences of fly-tipping (variation order/non contract) are removed within 10 working days of being recorded?</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NeI009 What percentage of out of hours (OOH) noise complaints are responded to within 15 minutes?</td>
<td>90%</td>
<td>90.4%</td>
<td>✔️</td>
<td>90%</td>
<td>92.28%</td>
</tr>
<tr>
<td>NeI011 What percentage of the rent we were due to be paid for our commercial premises was not paid?</td>
<td>2%</td>
<td>1.51%</td>
<td>✔️</td>
<td>2%</td>
<td>1.31%</td>
</tr>
<tr>
<td>NeI012 What percentage of our commercial premises were let to tenants?</td>
<td>98%</td>
<td>98.9%</td>
<td>✔️</td>
<td>98%</td>
<td>98.9%</td>
</tr>
<tr>
<td>NeI013 What percentage of all household waste was sent to be recycled or reuse?</td>
<td>26%</td>
<td>23.75%</td>
<td>☢️</td>
<td>26%</td>
<td>23.74%</td>
</tr>
<tr>
<td>NeI014 What percentage of all household waste was sent to be composted or anaerobic digestion?</td>
<td>33%</td>
<td>35.81%</td>
<td>✔️</td>
<td>33%</td>
<td>36.12%</td>
</tr>
</tbody>
</table>
Key Performance Indicators 2017/18 Quarter 3 Performance

Report Author: Monika Chwiedz (Performance Improvement Officer)

Reflecting on our performance:
There are 32 KPIs for this year
25 (78%) achieved target and 7 (22%) missed target and 4 (13%) performed within their amber tolerance.
Twelve (12) of the Key Performance Indicators fall within the Neighbourhoods

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

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.

Comment on current performance: Weight still an issue – this is all weight from all collections, flytips, street cleansing arisings, housing waste.
**NEI003** What percentage of our district had unacceptable levels of litter?

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.

**Comment on current performance:** Litter has improved but it is subject to conditions on the day of inspection – a ripped open refuse sack would fundamentally change the mark that is assessed.

---

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

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.

**Comment on current performance:** Detritus is holding up well especially considering other councils.
What percentage of the issues and complaints received by the Environment & Neighbourhoods Team received an initial response within 3 days?

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.

Comment on current performance: Target achieved. 3825 out of 3917 issues received a response in 3 working days.

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

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).

Comment on current performance: Target achieved. 187 of 193 investigations carried out within 3 working days.
What percentage of recorded incidences of fly-tipping (contract cleared) are removed within 5 working days of being recorded?

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.

Comment on current performance: Target achieved. 727 of 781 incidences of fly-tipping cleared within 5 working days.

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

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.

Comment on current performance: Target achieved. 702 out of 759 incidences of fly-tipping cleared within 10 working days.
What percentage of out of hours (OOH) noise complaints are responded to within 15 minutes?

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.

Comment on current performance: Target achieved. 291 of 317 out of hours noise complaints received an officer response within 15 minutes.

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

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.

Comment on current performance: The slight increase in arrears over the quarter relates mainly to annual road charges being demanded and awaited at the Broadway, Debden and some tenants at Brooker Road Industrial Estate.
What percentage of our commercial premises were let to tenants?

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.

Comment on current performance: Performance slightly reduced for this quarter. This was mainly due to completion of developments at The Landmark, Debden and Epping Forest Shopping Park (EFSP) giving rise to vacant units available to let.

At EFSP 9 of the 12 units have been let and 1 of the remaining 3 is under offer to Mountain Warehouse and in solicitors’ hands. There is interest in the other 2 units and the team is working with the agents as 1 of these is subject to planning.

With regard to the Landmark, Debden, terms have been agreed on all 4 units and they are currently under offer awaiting the outcome of legal formalities.

15 Market Square Waltham Abbey and 65 The Broadway (former Santander) have both been let to a charity shop and a children’s play centre respectively. A retail unit at 62 Borders Lane, Loughton became available during the quarter but is already under offer and awaiting completion of legal formalities.

Corrective action proposed: continue to progress lettings at EFSP, The Landmark Debden and with the proposed tenant at 62 Borders Lane.
What percentage of all household waste was sent to be recycled or reuse?

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.

Comment on current performance: Recycling is holding up but non capture is still an issue

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

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.

Comment on current performance: End of growing season weight drop expected
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Report to: Neighbourhoods Select Committee

Date of meeting: 20 March 2018

Portfolio: Leader (Councillor C. Whitbread)

Subject: Corporate Plan Key Action Plan 2017/18 – Quarter 3 progress

Officer contact for further information: Monika Chwiedz (01992 562076)

Democratic Services Officer: Vivienne Messenger (01992 564265)

Recommendations/Decisions Required:

(1) That the Committee review the third quarter (Q3) progress of the Corporate Plan Key Action Plan for 2017/18 in relation to its areas of responsibility; and

(2) That the Committee identifies any actions arising from the Corporate Plan Key Action Plan for 2017/18 Q3 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 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 Key Action Plan 2017/18 was adopted by Council at its meeting on 27 September 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 2017/18 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 2017/18 is populated with actions or deliverables designed to secure progress against each of the Key Objectives during 2017/18. 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.

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 3 progress against the individual actions of the 2017/18 Key Action Plan, is as below and a schedule detailing outturn progress against the fifty (50) individual actions of the 2017/18 Key Action plan, is attached as Appendix 1 to this report. 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 50 actions in total for which progress updates for Q3 are as follows:

   - Achieved or On-Target: 40 (80%)
   - Under Control: 5 (10%)
   - Behind Schedule: 4 (8%)
   - Pending: 1 (2%)
   Total 50 (100%)
10 actions fall within the areas of responsibility of the Neighbourhoods Select Committee. At the end of Q3:

- 9 (90%) of these actions have been ‘Achieved’ or are ‘On-Target’
- 0 (0%) of these actions are ‘Under Control’
- 1 (10%) of these actions are ‘Behind Schedule’
- 0 (0%) of these actions are ‘Pending’

6. The Committee is requested to review the Q3 progress against Key Action Plan for 2017/18 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 was also considered by the Cabinet on 7 March 2018 and the Overview and Scrutiny Committee on 27 February 2018.

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 1. 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.

Objective 1.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

<table>
<thead>
<tr>
<th>Action</th>
<th>Lead Directorate</th>
<th>Target Date</th>
<th>Status</th>
<th>Progress notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>10. Open the Epping Forest Shopping Park, to deliver local jobs and economic development</td>
<td>Neighbourhoods</td>
<td>30-Sep-2017</td>
<td>On Target</td>
<td>Q3 – The three remaining units of the total of eleven are all subject to ongoing negotiation with prospective tenants. The stores that have already opened to include the anchor stores of Next and Aldi report good trading. The S278 Highway Works are 99% complete with only some minor surfacing, road marking and additional barrier installation outstanding. Q2 – Practical Completion achieved by June 2017 and shop-fitting commenced. Four stores now trading as part of a soft-opening. Shopping Park now 85% let and final units in negotiation. S278 works now due to complete by end of October 2017. Official Park Opening planned mid-December Q1 - Council received the building after practical completion in mid-June 2017. Tenants now fitting out with opening scheduled for late September 2017. Highways Section 278 Works to be completed by end of August 2017.</td>
</tr>
<tr>
<td>7. Sell the Council-owned nursery site at Pyrles Lane,</td>
<td>Neighbourhoods</td>
<td>31-Dec-2017</td>
<td>On Target</td>
<td>Q3 – Marketing Agents have been appointed to bring the Pyrles Lane Nursery Site to the market by the end of January 2018. Consultants have been</td>
</tr>
<tr>
<td>Action</td>
<td>Lead Directorate</td>
<td>Target Date</td>
<td>Status</td>
<td>Progress notes</td>
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<tr>
<td>4. Complete a new off-street parking contract to manage the Council’s car parks with an alternative provider to increase</td>
<td>Neighbourhoods</td>
<td>02-Apr-2017</td>
<td>Achieved</td>
<td>Q3 – NSL still successfully delivering new off-street parking arrangements. As reported at the initial meeting of the Off-Street Parking Partnership, NSL are willing to enter into discussion around any extension of public realm/street scene enforcement that the Council may require in future.</td>
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</tbody>
</table>

Objective 1.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.

<table>
<thead>
<tr>
<th>Action</th>
<th>Lead Directorate</th>
<th>Target Date</th>
<th>Status</th>
<th>Progress notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q2 – Marketing Agents appointed for Nursery Site. Hope to complete sale early in 2018. Further feasibility work commenced at Townmead with respect to building condition, flood risk and contamination to support planning application for new accommodation for relocated Nursery Service.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Q1 - Report on the value and marketing strategy for Pyrles Lane Nursery now agreed by Cabinet, to include provision for affordable housing and a financial contribution to the redevelopment at Town Mead Depot to accommodate the Council’s nursery service, which no longer can be accommodated at the new Oakwood Hill Depot.</td>
<td></td>
<td></td>
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</table>

Objective 1.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.
Aim 2. To ensure that the Council has a sound and approved Local Plan and commences its subsequent delivery

**Objective 2.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**

<table>
<thead>
<tr>
<th>Action</th>
<th>Lead Directorate</th>
<th>Target Date</th>
<th>Status</th>
<th>Progress notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Complete the new Local Plan in accordance with the National Planning Policy Framework and the timescales outlined in the adopted Local Development Scheme (LDS)</td>
<td>Neighbourhoods</td>
<td>31-Mar-2018</td>
<td>On Target</td>
<td>Q2 – Updated Local Development Scheme agreed October Cabinet. Regulation 19 Submission now scheduled for submission by the 31 March 2018, to take advantage of transitional arrangements arising from the DCLG consultation on standardised methodology for assessing housing need. Q1 - Results of the Regulation 18 Consultation reported to Cabinet. Key issues identified to include an analysis of Settlement Level. Local Development Scheme to be updated in October 2017.</td>
</tr>
</tbody>
</table>

**Objective 2.b. To increase opportunities for sustainable economic development within the District, in order to increase local employment opportunities for residents**

<table>
<thead>
<tr>
<th>Action</th>
<th>Lead Directorate</th>
<th>Target Date</th>
<th>Status</th>
<th>Progress notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Adoption and publication of the Local Plan Regulation 26, including site allocations for</td>
<td>Neighbourhoods</td>
<td>30-Oct-2018</td>
<td>On Target</td>
<td>Q3 – Site allocations and policies included in Submissions Version. All outstanding evidence base work commissioned. Due to the accelerated LDS Timetable some studies will not be complete until early 2018. However, all work</td>
</tr>
</tbody>
</table>
### Objective 3. Lead the development of Harlow and Gilston Garden Town

In partnership with East Herts and Harlow Councils, to deliver housing and economic development across west Essex

<table>
<thead>
<tr>
<th>Action</th>
<th>Lead Directorate</th>
<th>Target Date</th>
<th>Status</th>
<th>Progress notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>3. Deliver the transition of the Council’s leisure facilities to a new partner through contract management</td>
<td>Neighbourhoods</td>
<td>01-Apr-2017</td>
<td>On Target</td>
<td>Q2 – Work ongoing on evidence base to include the site assessment. Open Space Playing pitches and Indoor Sports Facilities completed. Transport modelling ongoing. Work commissioned on visitor study to Epping Forest by the Corporation to inform the Air Quality Action Plan. Q1 - Work to prepare evidence base ongoing. Workshops held with Members on Infrastructure Delivery Plan. Open Space, Playing Pitches and Indoor Sports Study commenced. Site Assessment work has started on the 160 new/amended sites arising as a result of the Regulation 18 Consultations. Q3 – Work continues to be co-ordinated through the Duty to Co-operate Board arrangements. Garden Town Project Director successfully appointed and due to commence early February 2018. Other external funding bids being prepared to assist in the sustainability of the project. Q2 – Further tranche of funding from DCLG of £175k successfully bid for and awarded. External Consultants appointed for feasibility work in relation to the North/South and East/West Sustainable Transport corridors through Harlow. Advert placed for the appointment of Project Director for the Garden Town. Joint Member Board meeting regularly. Q1 - Duty to Co-operate activities ongoing. Garden City Project proceeding with the commissioning of two pieces of external consultancy in relation to “Visionary” and “Governance”. Work commenced on mitigation plan for the Air Quality MOU to reduce potential impacts on Epping Forest.</td>
</tr>
</tbody>
</table>
### 3. Develop a new leisure centre in Waltham Abbey, to deliver savings and improved facilities

| Neighbourhoods | 30-Nov-2018 | On Target |

**Q1** - Detailed planning provision granted by District Development Management Committee and contractor mobilised on site to demolish existing community building. Main construction works for new Leisure Centre due to commence in September 2017 with practical completion targeted at November 2018.


**Q3** – Main frame of new Leisure Centre complete with the pool tanks formed and being tested in December. The overall programme is on target with no material cost variations identified at this stage. Still due for practical completion and opening to the public in November 2018.

Work due to commence in October at both Epping Sports and Loughton Leisure Centres on the planned improvements to the facilities.

Q1 - Contract with PIP successfully mobilised and management transferred to new contractor from the 1 April 2017. All staff successfully transferred under TUPE and service improvements have commenced to include major extension to Loughton Leisure Centre and reconfiguration of Health and Fitness facilities at Epping Sports Centre.
Report to Neighbourhoods Select Committee

Date of meeting: 20 March 2018

Subject: Corporate Plan 2018-2023 – Progress Reporting and Performance Indicator Set

Officer contact for further information: David Bailey, Head of Transformation (01992 564105)

Committee Secretary: Vivienne Messenger, Democratic Services Officer (01992 564265)

Recommendations/Decisions Required:

(1) That the Committee reviews and provides comment ; and

(2) That the Committee reviews and provides comment on the Council's proposed format for reporting the performance of the indicator set and the progress of the Corporate Plan 2018-2023.

Executive Summary:

The Corporate Plan 2018-2023 is the authority’s key strategic planning document. The Plan sets out the journey the Council will take to transform the organisation to be ‘Ready for the Future’. The plan links the key external drivers influencing Council services, with a set of corporate aims and objectives, grouped under three corporate ambitions.

A Corporate Specification for each year (previously called the Key Action Plan) details how the Corporate Plan is being delivered through operational objectives, with these in turn linked to annual Service business plans.

The success of the new Corporate Plan will be assessed through the achievement of a set of benefits, focussed on what the Council achieves for customers (detailed from section 2 of the report). These benefits in turn are evidenced through a set of performance measures. The new format for reporting the Council’s performance is also proposed.

Contents

1. Background and context of the Corporate Plan 2018-2023, including
   a. Corporate Aims and Objectives
   b. Corporate Specification 2018-19
   c. Benefits Realisation

2. Design of the New Corporate Plan – Measuring Success
3. Format of Performance Reports
4. New Indicator and Benefits Set: Profiles
5. Next Steps
6. Appendix 1 – Our Corporate Plan 2018-2023 ‘on a page’ summary
7. Appendix 2 – DRAFT Progress Report, including
   a. Benefits Maps for 2018-19
8. Appendix 3 – Proposed Performance Indicator Profiles
1. **Background and context of the Corporate Plan 2018-2023**

1. The Corporate Plan is the Council’s highest level strategic document. It sets the strategic direction of the organisation for the lifetime of the plan, and as such informs all other plans produced by the Council. The Corporate Plan does not cover everything that the organisation does in detail, but it does provide a framework to demonstrate how the work of the Council at a strategic level fits together. It also provides a focus to establish a set of corporate priorities, describing how the organisation will deliver positive change. The Corporate Plan does not contain specific information on the wide range of services that the Council provides, or how it delivers statutory duties or enforces legislation.

2. The Corporate Plan is the cornerstone of the Council’s performance management framework (called its Benefits Management Strategy) and business planning processes. It provides a framework for the development of detailed annual directorate and service business plans which provide details of service provision and how the work of these groups directly contributes to the achievement of the Council’s aims and objectives. Each individual member of staff should be able to see how their work contributes to the Corporate Plan through links to their appraisal. The Corporate Plan also provides the policy foundation for the Council’s Medium Term Financial Strategy (MTFS) and is essential for the prioritisation of resources to provide public services and value for money.

3. The Plan sets out the journey the Council will take to transform the organisation to be ‘Ready for the Future’. The plan links the key external drivers influencing Council services, with a set of corporate aims and objectives, grouped under three corporate ambitions.

4. The new Corporate Plan aspires to be written in language and presented in a style that can be readily understood by our customers. Further it strives to ‘put the customer at the heart of everything we do’. For the purposes of this Plan, ‘customers’ means people that:
   - Live (residents);
   - Work or do business;
   - Learn (students);
   - Visit (tourist economy) and
   - Play (leisure activities) in the district.

5. The Corporate Plan including an overview of the district, our vision, purpose, values, and a set of corporate aims and objectives. The content presented in this report is by necessity more technical than when presented in the Corporate Plan. The most significant innovation in the new Corporate Plan is its focus on our customers and the measurement of success as the impact that the delivery of the plan has on them.

6. The corporate ambitions, aims and objectives are central elements of the new Corporate Plan and as such the new Plan has been developed around them in response to our external drivers and our vision, purpose and values. The new plan is a forward looking and organised document.

7. Our vision: A great place where people enjoy living, working, learning and leisure.

8. Our purpose: Working together to serve our community.


10. Management Board, Leadership Team and Cabinet Members were involved in developing the draft Corporate Plan 2018-2023. The content of the Plan – including drivers, objectives and benefits – were the subject of consultation with customers, businesses, partners and staff. The views of Councillors were also sought through the Communities, Governance, Neighbourhoods and Resources Select Committees as well as the Overview
and Scrutiny Committee. The views of the Cabinet were gained through a report to the Finance and Performance Management Cabinet Committee. Feedback from local councils was taken through a report to the Local Councils’ Liaison Committee (LCLC).

11. These consultations showed that the structure and strategic approach of the new Corporate Plan were welcomed by all stakeholders, alongside an endorsement of the consultation itself. Beyond this, a large amount of detailed commentary on specific drivers, aims, objectives and performance measures was received.

12. The Corporate Plan 2018-2023 was adopted by Council in December 2017. It was agreed that the four Select Committees – Communities, Governance, Neighbourhoods and Resources – be consulted on the draft benefits maps. Final definitions for the new key benefits and performance indicator set will then be agreed by the Finance and Performance Management Cabinet Committee, in consultation with the Head of Transformation. This consultation would help ensure that the benefits maps have both the style and the content which the Select Committees would find most useful in undertaking their scrutiny of Council performance.

13. To minimise expenditure associated with its production, the new Corporate Plan will only be available as an electronic download via the Council’s website or for customers to view as a hard copy at the Council’s Civic Offices.

Corporate Aims and Objectives

14. External drivers have been identified by Cabinet Members and the Council’s Management Board and Leadership Team, for the organisation over the next five years. They have been further refined through consultation and linked with a set of three interdependent corporate ambitions:

- Stronger Communities;
- Stronger Place; and
- Stronger Council.

15. Each ambition has a set of corporate aims, which are in turn detailed by one or more corporate objective, developed with the input of Cabinet Members and Officers. This work was undertaken via a series of workshops in March, April and May 2017. Further consultation on the draft Corporate Plan was undertaken over the summer months and feedback invited from:

- Customers;
- Businesses;
- Partners;
- Staff and managers;
- Local Councils via the Local Councils’ Liaison Committee (LCLC);
- District Councillors, through Select Committees for Communities, Governance, Neighbourhoods and Resources, as well as the Overview and Scrutiny Committee; and
- Finance and Performance Management Cabinet Committee.


Corporate Specification 2018-2019

17. An annual Corporate Specification details how the Corporate Plan will be delivered through a set of operational objectives for that year. The Council has a number of Key Action Plans, so to avoid confusion the yearly action plan for the Corporate Plan will in future be
referred to as the Corporate Specification. This name denotes that it specifies the operational objectives for a given year, which in turn are responded to through annual Service business plans.

18. Corporate Specifications will continue to be set annually. Every year during the lifetime of the Corporate Plan, the Corporate Specification will be agreed by the Cabinet, with the scrutiny of the Select Committees and approved by Council. New operational objectives will reflect the progress already achieved against the Corporate Plan.

19. Appendix 2 to this report includes the draft Corporate Specification for 2018-19 within the left-most column, under ‘Specification 2018-19’. The Corporate Plan aims, objectives and drivers are included in the two right-hand columns, under the heading ‘Corporate Plan 2018-2023’.

**Benefits Realisation**

20. The consultation on the structure and content of the Corporate Plan 2018-2023 was undertaken using benefits maps, see Appendix 2. An explanation of these maps is provided in this section of the report. Constructing the benefits maps is a complex and detailed task and significant feedback was received through consultations on the draft maps. Officers are currently working to revise and complete these maps with the intention to consult on the final version through reports to the Overview and Scrutiny Committee and Select Committees. The final benefits maps would then be agreed by the Finance and Performance Management Cabinet Committee in consultation with the Head of Transformation.

21. All benefits from individual corporate objectives, connect back to four key benefits, which are:

- **B1 Improved customer value** – recognising what customers’ value about our services and placing them as the heart of everything we do;
- **B2 Increased efficiency** – focussing on our speed of delivery and getting things right first time;
- **B3 Increased agility** – reducing red tape, simplifying how we work through joined up services; and
- **B4 Increased savings and income** – delivery of resource savings and income generation, to keep Council Tax low

22. In this context, a benefit is defined as: the measurable improvement resulting from an outcome perceived as an advantage by a stakeholder, which contributes towards one or more organisational objectives. All benefits must be defined in SMART terms – Specific, Measurable, Achievable, Relevant and Time-bound. It is possible that the Corporate Plan will have some negative impacts for some stakeholders as well as improvements. Where a negative effect of a change can be foreseen, then this is known as a dis-benefit.

23. The achievement of the new Corporate Plan will be monitored and assessed through the realisation of the set of interconnected benefits or benefits map, focussed on what the Council achieves for customers. The evidence that these benefits have been realised comes through the combination of a set of performance measures, replacing the current set of Key Performance Indicators (KPIs).

24. It is proposed that from 2018-2019 onwards, the delivery of the Corporate Specification will be monitored and reported alongside the information previously contained by the Transformation Programme Full Highlight Report and the key benefits and performance indicator set. It is envisaged that this will be presented as benefits maps, showing the interconnections between the delivery of projects, through benefits to the objectives and drivers from the Corporate Plan. A diagram showing the relationship between these elements is given below.
25. Appendix 2 contains the draft performance measures and benefits, in the middle three columns, headed 'Benefits realisation' (highlighted in purple). These benefits maps show the linkages between the three interrelated parts:

- The Corporate Plan drivers, aims and objectives for 2018-2023 (right-hand side);
- The benefits realisation framework of measures and benefits (centre); and

26. Please note that when the benefits maps are created, best practice is to start from the right-hand side and work towards the left, i.e. start with the needs of our customers or the end in mind, and work back to the solutions on the left-hand side. When the organisation delivers services, it starts on the left-hand side and works over to the right, i.e. the delivery goes from left to right.
2. Design of the New Corporate Plan – Measuring Success

27. The background section to this report describes the production of the new Corporate Plan 2018-2023. As explained above, the new Corporate Plan strives to ‘put the customer at the heart of everything we do’, focussing on redefining our measurement of success as the impact that the delivery of the plan as on them.

28. In the previous Corporate Plan, success was largely defined as the delivery of services, products or things. For example in the Key Action Plan:

- Deliver Phase 1 of the Council Housebuilding Programme, to provide 23 new affordable rented homes (Objective 1.b.1).
- Produce a plan to improve the management of information, to protect public data and comply with legislation (3.b.4).

These are known as output measures as they measure the output of project work – i.e. deliver a new computer system – or a ‘thing’. Other examples from the Key Action Plan have outcome measures attached:

- Complete a new off-street parking contract to manage the Council’s car parks with an alternative provider to increase efficiency and reduce costs (1.c.4)

In terms of measuring success, the previous Key Action Plan report measures success as the completion of the contract – i.e. the output. However, this example also shows a benefits measure, to ‘increase efficiency and reduce costs’. These can normally be identified as they use action verbs like ‘increase’, ‘reduce’ or ‘improve’. In this example the benefit is to the Council, in reduced cost and increased efficiency, but the benefits for our customers is implicit rather than explicit, i.e. the reduction in costs for local tax payers.

29. In these examples, and across the majority of the previous Corporate Plan, the realisation of benefits as a definition of success is not measured through the Key Performance Indicator set. Examples of KPIs include:

- What percentage of our commercial premises was let to tenants? (NEI011)
- What percentage of the district’s annual business rates was collected? (RES003)
- What percentage of calls to the council’s Careline Service are answered within 60 seconds? (COM010)

Clearly, these are measures of service performance, but they do not link with actions from the Key Action Plan and again are most often output measures and not outcome measures. Measuring outputs rather than outcomes (or benefits) is the traditional way of measuring success, and these measures are often easier to define and collect.

30. Strategically however, the weakness with these measures is in the response to the challenge – ‘so what?’ What difference does it make that the percentage of our commercial premises is let? What difference does it make the percentage of calls to Careline are answered within 60 seconds? The new Corporate Plan seeks to address this requirement directly by constructing a set of actions, performance measures and benefits which link together to demonstrate the success of the Plan overall, and explicitly place the emphasis on the improvements for customers. Overall, this is done through benefits maps, and example of which is given in Appendix 2. These benefits maps (also known as strategy maps) form the core of our performance management framework for the new Corporate Plan.

31. This marks a fundamental shift for the Council in the way it thinks about performance and what ‘success’ looks like for its customers. The Council’s previous performance management approach has been in place or many years, and the move to this new way of thinking will no doubt at times be challenging. However, this focus on success is an essential aspect of the Council being ‘Ready for the future’.
3. Format of Performance Reports

32. Currently, there are three different performance reports which are regularly presented across Cabinet, Finance and Performance Management Cabinet Committee and Scrutiny Committees, see table below. The reports are also considered by Management Board and Transformation Programme Board.

<table>
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<tr>
<th>Report and content</th>
<th>Finance and Performance Management Cabinet Committee</th>
<th>Overview and Scrutiny Committee</th>
<th>Scrutiny Committees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate Plan Key Action Plan</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>– progress on the annual key actions, through which the Corporate Plan is delivered</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transformation Programme Highlight Report</td>
<td></td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>– progress of projects and programmes by exception</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Key Performance Indicators (KPIs)</td>
<td>✓</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>– progress against the indicators, grouped by directorate</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

33. Effectively, these three reports cover different aspects of the Benefits maps, which were developed as part of producing the new Corporate Plan 2018-2023.

34. Working from the left hand side of the benefits maps (see example), the first column contains the Annual Specification – formally the Key Action Plan – as a set of objectives covering both Businesses As Usual (BAU) and business transformation.

The business transformation elements are also covered by exception in the Transformation Programme Highlight Report.

These reports describe the progress made in delivering services (BAU) and improving services (business transformation).

35. The next column of the benefits maps covers the measurement of performance through a set of performance indicators – formally known as Key Performance Indicators or KPIs. The current sets of KPIs largely measure the performance of Business As Usual (BAU) activities and not improvements brought about by business transformation.

Many of these indicators have their origins in the National Key Indicator Set and Comprehensive Spending Review framework, implemented by the UK Government in 2007. This was a means to reflect national priority outcomes in the work of local authorities, replacing previous frameworks like Best Value Performance Indicators and Performance Assessment Framework indicators.
36. The Council’s current performance measurement framework does not measure the impact on our customers – referred to as the realisation of benefits. These sit at the centre of the benefits map.

On the benefit maps for the new Corporate Plan, a new set of performance indicators have been designed. These allow the Council to measure directly or indirectly the realisation of benefits for our customers.

37. The right hand side of the benefits maps shows the corporate aims and objectives and the environmental factors which drive them. In the delivery of the previous Corporate Plan the Council did not assess its performance against the delivery of Corporate Objectives. The establishment of benefits maps in the new Corporate Plan should establish a mechanism with which to ask and answer the strategic question – ‘how well the Council is doing in the delivery of its five-year Corporate Plan?’

38. Clearly it is possible to report separately on each aspect of performance within the benefits maps. However, it is proposed to report the performance holistically, replacing the existing performance reports with a single integrated report – giving a single view of the performance of the Council against the Corporate Plan. This single view shows the interconnections between the various elements of the benefit maps, and should enable officers and Members to focus on cause and effect relationships.

39. It is proposed to present information using the benefits maps – colour coded using the Red, Amber, Green status indicators – often abbreviated to RAG – to highlight exceptions that may require attention. This will give Members and officers a quick visual tool to focus on areas where performance may be below target, and where remedial actions or further scrutiny may be required. By following the links left-to-right on the benefit maps – between projects, indicators, benefits and objectives – the maps also show the likely cause (to the left) or impact (to the right) of any underperformance.

40. Additionally, detailed information will only be reported for items on the maps which have Amber or Red statuses, i.e. are exceptions. This will reduce the amount of information presented in the regular reports and should enable readers to attend to the most important issues.

41. An example of how sections from the proposed report could look is given in Appendix 2, including both an example of a benefit map and the more detailed exceptions section. The Committee are asked to review this example and provide comment.

4. New Performance Indicator and Benefits Set: Profiles

42. Appendix 3 contains the proposed performance indicator profiles, whose scrutiny is assigned to this Select Committee. The Committee are asked to review each profile and provide comment. The targets for performance indicators will be agreed by the Finance and Performance Management Cabinet Committee.

43. A benefit may have one or more indicator. Where more than one indicator exists, the proportion in which the indicators are combined to demonstrate the benefit is shown as a percentage, with the sum of these weightings totalling 100%. Similarly, an individual indicator may contribute to the realisation of one or more benefits.
44. Some existing KPIs may continue to be reported as indicators in the new benefits maps. Other existing KPIs may continue to be collected as Management Information (MI), to assist in the management of services. However, many performance indicators in the set are newly defined for use by the Council and for some there will need to be a baseline data gathering exercise undertaken in 2018-19 before targets can be set for the remainder of the Corporate Plan period.

45. With such a fundamental change to the way the Council measures its success, it is inevitable that a small number of performance indicator definitions or targets, will upon collection need to be reviewed and modified. Any amendments to performance indicators will be agreed by the Finance and Performance Management Cabinet Committee in consultation with the Head of Transformation.

5. Next Steps

46. The Committee is requested to consider and provide comment on the draft documents in Appendices 2 and 3.

47. The performance indicator and benefits set and format of the reports, will be subject to further consultation with the Overview and Scrutiny Committee and Select Committees. The final performance indicator and benefits set, including targets, will be approved by the Finance and Performance Management Cabinet Committee in consultation with the Head of Transformation.

48. The Corporate Plan, including the annual Corporate Specification are working documents and are therefore subject to change and development to ensure that the actions remain relevant and appropriate. Consequently, the Leader of the Council, in consultation with the Chief Executive, is authorised to agree any further changes to the Corporate Plan and Corporate Specification.
**Resource Implications:**
The design and production costs of the new Corporate Plan progress reports will be met from within the existing budget of the Transformation Programme Management Office. Resource requirements for any specific objective set out in this report will need to be identified by the relevant service director and reflected in the Council’s budget processes.

**Legal and Governance Implications:**
There are no legal or governance implications arising from the recommendations of this report, which ensure that the Council sets appropriate corporate priorities, and monitors progress and reports against the achievement of benefits for customers.

**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.

**Consultation Undertaken:**
Management Board, Leadership Team and Cabinet Members were involved in developing the draft Corporate Plan 2018-2023. The content of this draft – including drivers, objectives and benefits – were the subject of consultation with customers, businesses, partners and staff. The views of Councillors were also sought through the Communities, Governance, Neighbourhoods and Resources Select Committees as well as the Overview and Scrutiny Committee. The views of the Cabinet were gained through a report to the Finance and Performance Management Cabinet Committee. The views of local councils were gained through a report to the Local Councils’ Liaison Committee (LCLC).

**Background Papers:**
- Corporate Plan 2018-2023 Report to the Communities Select Committee on 5 September 2017.
- Corporate Plan 2018-2023 Report to the Neighbourhoods Select Committee on 19 September 2017.

**Risk Management:**
There are no risk management issues arising from the recommendations of this report. Relevant issues arising from actions to achieve specific objectives or benefits will be identified the Corporate Risk Management Group.

**Equality and Diversity:**
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 impact assessment is provided as an Appendix to the report.
### Stronger communities

<table>
<thead>
<tr>
<th>People live longer, healthier and independent lives</th>
<th>Adults and children are supported in times of need</th>
<th>People and communities achieve their full potential</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 Supporting healthy lifestyles</td>
<td>1.3 Safeguarding and supporting people in vulnerable situations</td>
<td>1.4 Enabling communities to support themselves</td>
</tr>
<tr>
<td>1.2 Promoting independence for older people and people with disabilities</td>
<td>1.5 Promoting culture and leisure</td>
<td>1.6 Keeping the district safe</td>
</tr>
</tbody>
</table>

### Stronger place

<table>
<thead>
<tr>
<th>Delivering effective core services that people want</th>
<th>A district with planned development</th>
<th>An environment where new and existing businesses thrive</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1 Keeping the district clean and green</td>
<td>2.3 Planning development priorities</td>
<td>2.5 Supporting business enterprise and attracting investment</td>
</tr>
<tr>
<td>2.2 Improving the district housing offer</td>
<td>2.4 Ensuring infrastructure supports growth</td>
<td>2.6 People develop skills to maximise their employment potential</td>
</tr>
<tr>
<td>2.3 Planning development priorities</td>
<td>2.4 Ensuring infrastructure supports growth</td>
<td>2.7 Promoting retail, tourism and the visitor economy</td>
</tr>
</tbody>
</table>

### Stronger council

<table>
<thead>
<tr>
<th>Customer satisfaction</th>
<th>Democratic engagement</th>
<th>A culture of innovation</th>
<th>Financial independence with low Council Tax</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1 Engaging with the changing needs of our customers</td>
<td>3.2 Robust local democracy and governance</td>
<td>3.3 Enhancing skills and flexibility of our workforce</td>
<td>3.5 Efficient use of our financial resources, buildings and assets</td>
</tr>
<tr>
<td>3.2 Robust local democracy and governance</td>
<td>3.3 Enhancing skills and flexibility of our workforce</td>
<td>3.4 Improving performance through innovation and new technology</td>
<td>3.6 Working with commercial partners to add value for our customers</td>
</tr>
</tbody>
</table>

### Our Values:

<table>
<thead>
<tr>
<th>Customer</th>
<th>Trust</th>
<th>One Team</th>
<th>Innovation</th>
<th>Performance</th>
</tr>
</thead>
</table>

---

**Our Corporate Plan 2018-2023**

“Ready for the future”

**Our Vision**

A great place where people enjoy living, working, learning and leisure.

**Our Purpose**

Working together to serve our community.
Appendix 2

Report to Resources Select Committee

Date of meeting: Example

Subject: Corporate Plan 2018-2023 – Performance Report

Officer contact for further information: David Bailey, Head of Transformation (01992 564105)

Committee Secretary: Adrian Hendry, Senior Democratic Services Officer (01992 564246)

Recommendations/Decisions Required:

(1) That the Committee reviews performance in relation to the Corporate Plan 2018-2023 benefits and performance indicator set within its area of responsibility;

(2) That the Committee identifies any benefits, performance indicators, actions or projects, which require in-depth scrutiny or further report on performance.

Executive Summary:

The Corporate Plan 2018-2023 is the authority’s key strategic planning document. The Plan lays out the journey the Council will take to transform the organisation to be ‘Ready for the Future’. The plan links the key external drivers influencing Council services, with a set of corporate aims and objectives, grouped under three corporate ambitions.

A Corporate Specification for each year (previously called the Key Action Plan) details how the Corporate Plan is being delivered through operational objectives, with these in turn linked to annual Service business plans.

The success of the Corporate is assessed through the achievement of a set of benefits, each measured through one or more performance indicator, focussed on what the Council achieves for customers. Management Board, Cabinet and the Scrutiny Committees have overview and scrutiny roles 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.
Appendix 2

Report:

Background and context from the Corporate Plan 2018-2023

1. The Corporate Plan is the Council's highest level strategic document. It sets the strategic direction of the organisation for the lifetime of the plan, and as such informs all other plans produced by the Council. The Corporate Plan provides a framework to demonstrate how the work of the Council fits together at a strategic level and provides a set of corporate priorities, describing how the organisation will deliver positive change.

2. The Corporate Plan is the cornerstone of the Council's performance management framework (called its Benefits Management Strategy) and business planning processes. It provides a framework for the development of detailed annual service business plans which provide details of service provision and how the work of these groups directly contributes to the achievement of the Council's aims and objectives. The Corporate Plan also provides the policy foundation for the Council's Medium Term Financial Strategy (MTFS) and is essential for the prioritisation of resources to provide public services and value for money.

3. The Plan lays out the journey the Council will take to transform the organisation to be ‘Ready for the Future’. The plan links the key external drivers influencing Council services, with a set of corporate aims and objectives, grouped under three corporate ambitions:

- Stronger Communities;
- Stronger Place; and
- Stronger Council.

4. Each ambition has a set of corporate aims, which are in turn detailed by one or more corporate objective.

5. An annual Corporate Specification details how the Corporate Plan will be delivered through a set of operational objectives for that year. In turn, these operational objectives are responded to through annual Service business plans.

6. The previous regular performance reports covering the annual Corporate Plan Key Action Plan, Key Performance Indicators and Transformation Highlight Report have now been superseded by this single integrated performance report.

Benefits Realisation

7. All benefits from individual corporate objectives, connect back to four key benefits, which are:

- B1 Improved customer value – recognising what customers’ value about our services and placing them as the heart of everything we do;
- B2 Increased efficiency – focussing on our speed of delivery and getting things right first time;
- B3 Increased agility – reducing red tape, simplifying how we work through joined up services; and
- B4 Increased savings and income – delivery of resource savings and income generation, to keep Council Tax low.

8. In this context, a benefit is defined as: the measurable improvement resulting from an outcome perceived as an advantage by a stakeholder, which contributes towards one or more organisational objectives.

9. Please note that when the benefits maps are created, best practice is to start from the right-hand side and work towards the left, i.e. start with the needs of our customers or the end in mind, and work back to the solutions on the left-hand side. When the organisation
Appendix 2 delivers services, it starts on the left-hand side and works over to the right, i.e. the delivery goes from left to right.

How to Read the Performance Report

10. Working from the left hand side of the benefits maps (see example), the first column contains the Annual Specification – formally the Key Action Plan – as a set of objectives covering both Businesses As Usual (BAU) and business transformation.

The business transformation elements were previously covered by exception in the Transformation Programme Highlight Report.

These reports describe the progress made in delivering services (BAU) and improving services (business transformation).

11. The benefits for stakeholders sit at the centre of the benefits maps. One or more performance measures makes up each (intermediate) benefit – formally known as Key Performance Indicators or KPIs. Individual performance measures may contribute to one or more benefit. Where this is the case, weightings that show how the performance of these indicators ‘roll-up’ is given. Similarly, an individual indicator may contribute to the realisation of one or more benefits.

In turn, each (intermediate) benefit contributes to one or more of four key benefits.

12. The right hand side of the benefits maps shows the corporate aims and objectives and the environmental factors which drive them. The progress of Actions and Benefits are combined to indicate the ‘rolled-up’ status of the Corporate Objectives and their respective Drivers.

13. Individual elements are colour coded using the Red, Amber, Green status indicators – often abbreviated to RAG – to highlight exceptions that may require attention. This enables Members and officers to efficiently focus on areas where performance may be below target, and where remedial actions or further scrutiny may be required. By following the links left-to-right on the benefits maps – between projects / actions, indicators, benefits and objectives – the maps also show the likely cause (to the left) or impact (to the right) of any underperformance.

14. The key to the icons used on the Benefits Maps is as follows:

<table>
<thead>
<tr>
<th>Status</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Green</td>
<td>Indicates an element that is on target or has been completed</td>
</tr>
<tr>
<td>Green</td>
<td>Indicates an action that is in progress or is assigned</td>
</tr>
<tr>
<td>Amber</td>
<td>Indicates: Performance Indicator (or Risk) that is neither red nor green; or An Action that is unassigned, i.e. it doesn’t have an owner</td>
</tr>
<tr>
<td>Red</td>
<td>Indicates: A Performance Indicator below target, or An overdue Action based on the deadline date, or A Risk with a high rating</td>
</tr>
</tbody>
</table>
Appendix 2

| Blue | Indicates that there is data missing and Pentana Performance is unable to make a calculation for that Performance Indicator, therefore it will not show one of the other traffic light icons |

15. The scrutiny committee that owns each element for scrutiny purposes is indicated by a single letter in the bottom right hand corner of the element, as follows:

<table>
<thead>
<tr>
<th>X</th>
<th>Overview and Scrutiny Committee</th>
</tr>
</thead>
<tbody>
<tr>
<td>C</td>
<td>Communities Select Committee</td>
</tr>
<tr>
<td>G</td>
<td>Governance Select Committee</td>
</tr>
<tr>
<td>N</td>
<td>Neighbourhoods Select Committee</td>
</tr>
<tr>
<td>R</td>
<td>Resources Select Committee</td>
</tr>
</tbody>
</table>

Benefits Maps

16. The Committee is requested to review the performance against the benefits maps within its area of responsibility. The full benefits and performance indicator set are also considered by Management Board and Finance and Performance Management Cabinet Committee.

Resource Implications:
None for this report.

Legal and Governance Implications:
There are no legal or governance implications arising from the recommendations of this report.

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

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

Background Papers:
The submission of performance indicators, service business plans and the Corporate Plan are held by the Transformation Team.

Risk Management:
There are no risk management issues arising from the recommendations of this report.

Equality and Diversity:
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 impact assessment is provided as an Appendix to the report.
### Operational objectives

<table>
<thead>
<tr>
<th>RAG</th>
<th>Code and title</th>
<th>Progress</th>
<th>Due date</th>
<th>Expected outcome</th>
<th>Last comment</th>
<th>Scrutiny</th>
<th>Owner</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>3.5.1 Review the Medium Term Financial Strategy</td>
<td>50%</td>
<td>31-Mar-2019</td>
<td>On target</td>
<td>Q1: On track to realise benefits</td>
<td>RSC</td>
<td>Director of Resources</td>
</tr>
<tr>
<td></td>
<td>3.5.2 Implement the Service Accommodation Programme (year 2)</td>
<td>22%</td>
<td>31-Mar-2019</td>
<td>On target</td>
<td>Q1: On track</td>
<td>RSC</td>
<td>Chief Executive</td>
</tr>
<tr>
<td></td>
<td>3.6.1 Receive income from commercial contracts</td>
<td>72%</td>
<td>31-Mar-2019</td>
<td>Under control</td>
<td>Q1: Implementation is going well but performance measure is a lagging indicator</td>
<td>RSC</td>
<td>Director of Neighbourhoods</td>
</tr>
</tbody>
</table>

### Projects

<table>
<thead>
<tr>
<th>Code and title</th>
<th>Stage</th>
<th>RPA</th>
<th>Start date</th>
<th>Due date</th>
<th>RAG</th>
<th>Progress</th>
<th>Scrutiny</th>
<th>Sponsor</th>
<th>Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>P160 Service Accommodation Programme</td>
<td></td>
<td></td>
<td>22-Feb-2016</td>
<td>31-Mar-2023</td>
<td>53%</td>
<td></td>
<td>RSC</td>
<td>Chief Executive (XEX01)</td>
<td>Head of Transformation</td>
</tr>
<tr>
<td>P002 Service Accommodation Review</td>
<td></td>
<td></td>
<td>22-Feb-2016</td>
<td>01-Jun-2018</td>
<td>87%</td>
<td></td>
<td>RSC</td>
<td>Director of Resources (RDR01)</td>
<td>Head of Transformation</td>
</tr>
<tr>
<td>Code and title</td>
<td>Progress</td>
<td>Due date</td>
<td>Expected outcome</td>
<td>Weighting</td>
<td>Scrutiny</td>
<td>Owner</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>--------------------------------</td>
<td>----------</td>
<td>--------------</td>
<td>-----------------</td>
<td>-----------</td>
<td>----------</td>
<td>--------------------------------------</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>B3.5.1 Balanced budget</td>
<td>20%</td>
<td>31-Mar-2023</td>
<td>On target</td>
<td>NA</td>
<td>RSC</td>
<td>Director of Resources</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>M3.5.1-T Funding gap</td>
<td>100%</td>
<td>31-Mar-2019</td>
<td>On target</td>
<td>100%</td>
<td>RSC</td>
<td>Assistant Director – Accountancy</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Definition**

The indicator is intended to measure the decrease of Central Government funding, to reduce our reliance and the gap in funding. This rolls up to Efficient use of our financial resources, buildings and assets.

**Comments**

Q1: Performance is above target.

---

<table>
<thead>
<tr>
<th>Code and title</th>
<th>Progress</th>
<th>Due date</th>
<th>Expected outcome</th>
<th>Weighting</th>
<th>Scrutiny</th>
<th>Owner</th>
</tr>
</thead>
<tbody>
<tr>
<td>B3.6.1 Increased commercial income</td>
<td>15.7%</td>
<td>31-Mar-2023</td>
<td>Under control</td>
<td>NA</td>
<td>RSC</td>
<td>Director of Neighbourhoods</td>
</tr>
<tr>
<td>M3.6.1-T Income from commercial contracts</td>
<td>78.9%</td>
<td>31-Mar-2019</td>
<td>Under control</td>
<td>100%</td>
<td>RSC</td>
<td>Assistant Director - Accountancy</td>
</tr>
</tbody>
</table>

**Definition**

This indicator is intended to measure the incremental increases in income from commercial contracts that the Council holds. This rolls up to the Working with commercial partners to add value for our customers

**Comments**

Q1: Performance is below target, although a slight improvement has been made.

---

![Example trend chart]

---

**Notes:** Stage = project life-cycle stage. RPA = Risk Potential Assessment
**Neighbourhoods Select Committee**

**Performance Indicator Profiles**

The following pages contain the definitions for the following performance indicators which fall under the remit of the Neighbourhoods Select Committee.

<table>
<thead>
<tr>
<th>Code</th>
<th>Indicator</th>
</tr>
</thead>
<tbody>
<tr>
<td>M1.1.3</td>
<td>Number of takeaway restaurants signed up</td>
</tr>
<tr>
<td>M1.5.1</td>
<td>Leisure centre attendance</td>
</tr>
<tr>
<td>M2.1.2</td>
<td>Reported litter incidents in the district</td>
</tr>
<tr>
<td>M2.2.1</td>
<td>Number of new dwellings in the district</td>
</tr>
<tr>
<td>M2.3.2</td>
<td>Local Plan progressed in accordance with Local Development Scheme</td>
</tr>
<tr>
<td>M2.5.1</td>
<td>Number of new jobs</td>
</tr>
<tr>
<td>M2.7.1</td>
<td>Employment rate</td>
</tr>
<tr>
<td>M2.1.1</td>
<td>Number of fly-tipping incidents – reported from 2019</td>
</tr>
<tr>
<td>M2.4.1</td>
<td>Money spent on services and developer contribution – reported from 2019</td>
</tr>
</tbody>
</table>
This page is intentionally left blank
Epping Forest district is a mixture of rural and urban areas and stretches northward from its boundary with Greater London right into the heart of rural Essex. Covering an area of 131 square miles, the key population centres are the commuter towns of Loughton, Chigwell and Buckhurst Hill, as well as the market towns of Epping, Waltham Abbey and Ongar. Some areas of the district have relatively good transport links with both the M11 and M25 motorways running through the area. Mainline railway networks run south to London and the Central Line tube has five stops in the district from Buckhurst Hill to Epping. However, in the rural nature areas there are accessibility issues for some without private transport, especially in outlying villages.
## An overview of Epping Forest including key issues impacting the population, health & wellbeing, and demand on services

### People and place
- **An ageing population** is increasing demand on services.
  - Over 65s
    - 2015: 20,000
    - 2025: 40,000

- Few deprived areas with poor health and unemployment.
- Low population density.
- Average rate of crime and residents feeling safe.
- Higher than average waste recycling levels.

### Lifestyles
- **Although lower than average, reducing smoking, drinking and obesity, plus increasing physical activity, are all areas for improvement.**
- Interventions need to reach high risk groups to reduce the number of preventable health conditions and service demand.
- Hospital admissions due to alcohol related conditions are better than England average.
- Fall in number of adults in substance misuse treatment.

### Physical and mental health
- **Increasing rate of diabetes** although it is below average.
- Slightly higher rate of hospital admissions due to hip fractures than England.
- Rate of those killed/seriously injured on the roads is significantly above average.
- Good wellbeing amongst pupils and adults and a lower than average percentage with mental health problems.
- Increasing number of people with dementia. Unpaid carers require support to achieve their role.

### Housing
- **High proportion of owner occupiers, with low proportion of social housing.**
- Highest rise in house prices.
- Relatively high proportions on the housing waiting list but lower than average in temporary accommodation.
- Third lowest rate of homeless households.
- Ageing population will impact on the availability of health services, housing and care homes.

### Children and Young people
- **Low rate of teenage pregnancy** (which is linked to a range of poor outcomes in later life).
- Average level of Chlamydia testing and percentages testing positive.
- Pockets of child poverty.
- Low rates of children in care.
- Average level of eligibility for free early education entitlement (two year olds) but lowest take up rate.

### Education
- The proportions who are ready for school and who achieve a good level of development at age 5 are close to the county average but there is a gap for those eligible for free school meals.
- Close to average proportion achieve five or more GCSEs at grades A*-C.
- Lower than average proportion attend a good or outstanding school.
- More pupils than average aspire to go to university.

### Employment
- Lower proportion of adults with no qualifications.
- Slightly lower than average adult unemployment and average proportion of young people Not in Education Employment or Training.
- Higher than average number of economically inactive adults.
- Lower than average ratio of jobs per population but increasing number of jobs.
- Most businesses have 9 or fewer employees.

### Transport
- Fourth longest average travel time by public transport or walking to reach key services in Essex.
- Below average percentage of residents who are satisfied with roads, local bus service and local transport information.
- Access to a car is essential for people out of work and not able to use public transport or walk to an employment centre. 16% may miss out on work opportunities unless they have access to a car.
Greater demand on health and social care due to an ageing population and schools and services supporting 5-15 year olds

Epping Forest is the sixth largest district in Essex in terms of total population numbers. It has a relatively low proportion of over 65s although a 20% increase is expected between 2015 and 2025. This ageing population will put greater demand on health, social care services and housing needs.

The working population is essential for economic growth, requiring adequate housing, access to jobs and businesses, but the Epping Forest proportion is forecast to decrease by three percentage points by 2025.

Between 2015 and 2025:
- The total population will increase from 129,200 to 142,600: an increase of 10% or 13,400 more people.
- Over 65s will increase from 25,400 to 30,500: an increase of 20% (5,000) and will represent 21% of the total population in the district.
- The working age proportion will fall from 58% to 55%.
- There will be 3,900 more under 19s.
- 9,500 new babies will be born over the period.

Source: ONS, 2012 sub-national populations
The map below shows the forecast percentage of older people in each district by 2024.

Between 2015 and 2025, the 5-10 year old and 11-15 year old age group will be the biggest growing age groups for children: an increase of 1,484 and 1,533 respectively. School places and services will need to be available to support these changes.
Epping Forest is affluent, with few areas of deprivation

The Indices of Multiple Deprivation are made up of a number of different domains including: income; employment; health and disability; education, skills and training and housing and services which impact the overall deprivation.

There are 78 LSOAs in Epping Forest, with none of them being amongst the most deprived 10% in England. There are five that are in the top 10%, ie the most affluent.

The distribution would suggest that there are a significant number of affluent areas in Epping Forest but few that are deprived. Epping Forest is ranked 205 out of 326 local authorities in England on overall deprivation (where 1 is the highest level of deprivation).

MOSAIC is a tool for identifying the characteristics of households within an area. There are 66 different household types in MOSAIC and some or all of them can be present in an area. The top three most prevalent household types in Epping Forest, representing 18% of households are:

<table>
<thead>
<tr>
<th>“D17 Thriving Independence”</th>
<th>“B08 Premium Fortunes”</th>
<th>“D14 Cafés and Catchments”</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.8% of households</td>
<td>5.7% of households</td>
<td>5.1% of households</td>
</tr>
<tr>
<td>• Singles and cohabitees without children, aged 36 and over</td>
<td>• Families with teenage children or students, aged 46 and over</td>
<td>• Professional couples with children (most likely to be 12-17), aged 36-55</td>
</tr>
<tr>
<td>• Own their home, with large outstanding mortgages, in family neighbourhoods</td>
<td>• Own their own extensive detached homes</td>
<td>• Own their own houses, most likely to be pleasant family homes</td>
</tr>
<tr>
<td>• Comfortable household income of £40-49k or more</td>
<td>• Substantial income of £100k or more</td>
<td>• Household incomes of around £70-99k.</td>
</tr>
<tr>
<td>• Middle managers with a successful professional career</td>
<td>• Directors and senior managers</td>
<td></td>
</tr>
</tbody>
</table>
Shelley and Loughton Broadway wards are areas with high deprivation and health inequalities. The household profiles in these areas are totally different and therefore the approach needed to reduce inequalities is also likely to be different.

<table>
<thead>
<tr>
<th>Shelley ward</th>
<th>Loughton Broadway ward</th>
</tr>
</thead>
<tbody>
<tr>
<td>• 20.8% of households are G28 ‘Local Focus’ who are rural families in affordable homes with incomes of £20-39k.</td>
<td>• 13.6% are M56 ‘Solid Economy’ (see left).</td>
</tr>
<tr>
<td>• 10.5% are G27 ‘Outlying Seniors’ who are pensioners on low incomes who are living in inexpensive housing (mostly owned by them) in out of the way areas.</td>
<td>• 9.4% are H35 ‘Primary Ambitions’ who tend to be couples aged 26-45 with young children, with good household incomes.</td>
</tr>
<tr>
<td>• 8.1% are M56 ‘Solid Economy’. These tend to be mainly families with children renting from a social landlord with relatively low incomes.</td>
<td>• 9.2% are J45 ‘Bus-Route Renters’ who tend to be aged 25-40, living alone and renting lower value flats.</td>
</tr>
<tr>
<td>• 5.7% are H34 ‘Contemporary Starts’ who are cohabiting couples and singles in their late 20s/30s living in modern houses and with an income of £20-39k.</td>
<td>• 7.8% are N59 ‘Pocket Pensions’ who are retired and mostly living alone, renting from social landlords and on low incomes.</td>
</tr>
<tr>
<td>• 4.5% are N58 ‘Aided Elderly’. These tend to be single and older, around half have low incomes and most own their own home.</td>
<td>• 6.3% are K46 ‘Self Supporters’ who live alone, are aged 46-65 and own 2/3 bedroom small homes with incomes of £20-29k.</td>
</tr>
</tbody>
</table>

Reducing smoking, drugs and obesity are areas for improvement

This section links to the following Essex County Council Outcomes:
- Children get the best start
- Good health & wellbeing
- Learning
- Safer communities
- Economic growth
- Sustainable environment
- Independence

Smoking, drinking alcohol and obesity can cause preventable health conditions. Epping Forest has the sixth highest smoking prevalence in the county, and it is also higher than the national average of 18%. Prevalence is slightly higher in people in routine and manual jobs (24.0%).

Alcohol related admissions to hospital in Epping Forest were lower than the national rate of 645 per 100,000 population in 2013/14. There were 157 arrests for drug possession in Epping Forest in the year to September 2015, up 5% from a year earlier and accounting for 6.4% of all arrests across the county. 194 adults and 18 young people were receiving treatment for drug abuse, also 183 adults and less than five young people were receiving treatment for alcohol abuse in the district in 2014/15. This is a 6% fall since 2013/14 in the number of adults being treated.

- 20.2% of adults are smokers, higher than the national average.
- 734 people (583 per 100,000) were admitted to hospital with alcohol related conditions, significantly better than the national average.
- 377 adults (and around 20 young people) were in treatment for drug/alcohol misuse, down 6% from a year earlier.

Citizen Insight Source: Residents Survey 2015
8% of Epping Forest residents stated that they smoke, slightly below the Essex average (10%).
Obesity in adults in Epping Forest is slightly better than the national figure, and levels of physical activity are higher than average. The proportion of adults who are overweight or obese is the second lowest in Essex and also slightly below the national average of 64.6%. The district performs better than the national average for 10-11 year old children (33.3% in 2014/15) and has the third lowest district figure in Essex, below the county average of 30.7%.

Compared to the county average Epping Forest has a higher level of physical activity in terms of organised sport participation (39.5% compared to 35.4% for the whole of Essex) and a slightly higher participation as part of a club membership (30.1% against 22.9%). Residents could still do more to improve their levels of physical activity in order to benefit their health, to achieve a lower risk of cardiovascular disease, stroke and coronary heart disease and this may mean creating more opportunities for people to do so.

Citizen Insight Source: Residents Survey 2015

- 35% said that in the last week they did 30 minutes of moderate physical activity on five days or more, below the county average of 39%.
- Epping Forest residents (43%) are most likely to cite lack of time as the main reason for not taking more exercise (the same as the Essex average). Other reasons cited are the expense or lack of motivation (in similar proportions to all residents across Essex), but they were more likely to cite lack of childcare as a barrier.

Increasing numbers of people with dementia, diabetes and admissions due to hip fractures will put demand on health services

This section links to the following Essex County Council Outcomes

Children get the best start
Good health & wellbeing
Learning
Safer communities
Economic growth
Sustainable environment
Independence

Increasing numbers of people with dementia will have an impact on health services including training of staff, support for unpaid carers, and the available housing stock as more places in supported and sheltered housing and care homes will be needed.

People aged 65+ estimated to have dementia

1,780 people aged over 65 are thought to have dementia and this number is expected to rise by 56% to 2,770 by 2030.
Epping Forest had the fourth highest rate of people who died prematurely from cardiovascular diseases (CVD) in the county, and the fifth highest rate of preventable deaths from CVD. These figures, however, are still better than the national average. There has been a general improvement of these rates which is consistent with the national picture, and likely due to improvements in treatment and lifestyle. Prevention and treatment are important to improve things further.

- 567 per 100,000 (166) residents aged 65+ were admitted to hospital with hip fractures in 2013/14, the fourth lowest figure in Essex.
- Epping has the fourth lowest rate of diabetes in Essex at 5.8% (5,169) of the GP registered population, although the rate has risen over the last four years.

The prevalence of hospital admissions due to hip fractures in the over 65s in 2013/14 was slightly higher than the England average of 571 per 100,000 population, and was the fourth lowest figure in the county. Hip fractures can cause a loss of independence and are likely to result in an increased need for social care and care home places.

There was an increase in the number of recorded cases of diabetes in 2013/14, compared with the previous period, and the rate has been increasing over the last four years (as has the national figure). This may be due to higher levels of diabetes or improved detection by GPs. The rate is slightly lower than the national average of 6.4%.

86% of the adults in Epping Forest receiving social care support in 2014/15 had personal budgets while 22% had Direct Payments, lower than the proportions in the whole of Essex (91% and 30% respectively).

73% of adults who had accessed reablement services during the year had left as self-carers, i.e. being able to live independently. (Reablement is a short-term service to help people with their daily living activities in order to regain or increase their independence following an illness, injury, disability or when people need some support in re-building confidence).

- 771 adults in Epping Forest were receiving social care support in 2014/15.
- 86% of them had personal budgets, lower than the county average.

Citizen Insight Source: Residents Survey 2015

70% of Epping Forest residents rate their general health as good, the same as the county average.

- 65.1 per 100,000 people (212) died prematurely from cardiovascular disease (2012-2014), the fourth highest rate in the county. 41.4 per 100,000 (134) were preventable deaths from CVD.
Pupils and adults rate their overall wellbeing levels well and adult mental health prevalence in West Essex CCG is lower than England figures

National research highlights that good emotional and mental health is fundamental to the quality of life and productivity of individuals, families, communities and nations. It is associated with improved learning; increased participation in community life; reduced risk-taking behaviour and improved health outcomes. Poor child emotional well-being and mental health can have a lasting effect into adulthood. Research has shown that early intervention, preventative strategies and resilience building are effective to improve emotional wellbeing and mental health and are most effective when they take a holistic, family centred approach.

Citizen Insight
According to the 2015 School, Health and Education Unit (SHEU) survey:
- Primary pupils in Epping Forest scored their overall wellbeing as 14.2 out of 20, close to the county average, while secondary pupils scored their overall wellbeing as 13.4 out of 20, slightly higher than the Essex figure.
- 19.2% of secondary school pupils in Epping say they have sometimes felt afraid to go to school because of bullying, close to the Essex average of 20.5%.

70% of residents rated their life satisfaction at 7 or more out of 10, close to the 72% in the whole of Essex and in the mid-range of all districts (Residents Survey 2015)

People with a serious mental illness have mortality rates 2-3 times higher than the total population that is largely due to undiagnosed or untreated physical illness as there had been a focus on the mental illness.

The proportion of people with a mental health problem in the West Essex CCG area is lower than the national figure. This indicator shows the prevalence of schizophrenia, bipolar affective disorder and other psychoses. This figure is much lower than the 4.2% of those completing a GP survey who report they have a long term mental health problem, which may be due to an under recording of diagnosis or the increased likelihood of people with mental or physical health problems completing GP surveys.

A large proportion of older people diagnosed with mental health problems are often related to dementia. During 2014/15 the Older Age Mental Health team conducted 40 assessments for people entering the service and 123 reviews on residents in Epping Forest. This represented 9% of all assessments and 7% of all reviews conducted in conducted in Essex, proportions that are in line with the population of the district.

In the NHS West Essex CCG area, which covers Epping, Harlow and Uttlesford:
- 0.69% have a mental health problem lower than the England figure (0.86%)
- 4.2% of people completing a GP survey report a long term mental health problem, lower than the England figure (5.1%)
Epping Forest has low rates of children in care and teenage pregnancy but pockets of children in poverty

The wellbeing of children and young people can be affected by many factors. Children and young people in care are among the most socially excluded children in England and there tend to be significant health and social inequalities for these children compared with all children. Epping Forest has the fifth lowest rate of children in care in the county (17.2 per 10,000 population). 20 children were placed in the district with half originating from out of the county, while three quarters of the children who originate from Epping Forest are placed out of the area.

The rate of children with a Child Protection Plan is 16.9 per 10,000, the same as the Essex average, while its rate of children receiving other social care support at 116.8 per 10,000 population is lower than the county average of 152.5. During 2015, Epping Forest had 69 families commenced on a Family solutions episode, representing 6% of all episodes in Essex. Family Solutions is an early intervention project.

The rate of hospital admissions caused by injury to children aged 0-14 (either unintentional or deliberate) was 83.1 per 10,000 in 2013/14, below the Essex average of 92.3 and the sixth lowest district in Essex.

Inequalities that develop in childhood tend to also disadvantage people as they become adults, for example poor health and social exclusion of care leavers and poor health, and financial outcomes for children who experience poverty. Early support can help to mitigate these problems later in life. Free Early Education Entitlement (FEEE) is a priority nationally for early years and Epping Forest, while being in the mid-range of districts in the proportion of families who are eligible, had the lowest take-up rate in the county.

Low earnings and long-term worklessness are key factors impacting child poverty. Parental qualifications, family structure and size also have an impact on available income. Child poverty can lead to poor health outcomes including child-mortality and illness such as child mental health and low birth weight. Targeting initiatives at areas of high long-term unemployment may improve income and potentially reduce the risk of child poverty.

25.0% of two year olds were eligible for Free Early Education Entitlement and the take up rate was 54.5% in autumn term 2015, the lowest in Essex.

- At the end of December 2015 there were 46 children in care originating from the Epping Forest district, the fifth lowest district rate.
- 45 children with an Epping postcode had a Child Protection Plan in place and its rate was the same as the county average.
- 312 children received other social care support.
- 183 children were admitted to hospital due to injury in 2013/14, fewer than the Essex average.
The map below shows the percentage of children in low income families compared to long-term unemployment (those claiming Job Seekers Allowance for more than 12 months). The bandings are based on the data across all wards in Essex and the map shows that Epping Forest has four areas of significant child poverty when compared to the rest of the county plus a number of other wards that show above average child poverty or long-term unemployment.

**Percentage of children in low income families (2014) and long-term unemployment (2012/13) by ward**

Epping Forest has four wards with a higher than average percentage of children living in low income families – Shelley (26.8%), Loughton Broadway (23.2%), Loughton Fairmead (22.0%) and Waltham Abbey South West (21.4%). Loughton Broadway and Loughton Fairmead wards also show higher than average levels of long-term unemployment (both 14.2%) while Waltham Abbey Paternoster also has higher than average long-term unemployment (11.8%).

- 13.5% of all children are in low-income families, in the mid-range of figures in Essex and below the national figure (18.6%).
- 8.5% of adults were long-term unemployed (2014/15), below the national average.
- A much smaller proportion of children were in non-working households (5.6%) in 2014 than in 2012, and this was lower than the Essex average of 12.5%.
8.5% of Epping Forest residents were long term unemployed in 2014/15, the third highest proportion in the county (the Essex average was 7.4%), but just below the national average of 9.0%. 84.4% of children in 2014 were in working/mixed households, compared to 86.6% in 2012, and Epping Forest has a higher than average proportion of children in mixed households.

Research evidence suggests that teenage mothers are less likely to finish their education, are more likely to bring up their child alone and in poverty and have a higher risk of poor mental health than older mothers.

- Epping Forest had a low rate of under 18s teenage conceptions in 2013, at 15.4 per 1,000, when compared to England and Essex.
- 8.3% of Chlamydia tests were positive in 2014, in the mid-range of districts in Essex.

At 15.4 per 1,000 teenager pregnancy figures for Epping Forest were lower than both the national and Essex averages (24.3 and 22.3 per 1,000) in 2013. This was the third lowest district figure in the county.

Chlamydia testing suggests that Epping Forest has a proportion of 15-24 year olds testing positive that is close to the county average of 7.6%. 21.1% of all 15-24 year olds were tested, close to the county figure of 21.5%.

Early years measures and GCSE results are similar to the county average while most pupils attend good or outstanding schools

This section links to the following Essex County Council Outcomes

- Children get the best start
- Good health & wellbeing
- Learning
- Safer communities
- Economic growth
- Sustainable environment
- Independence

The general level of educational attainment within a population is closely associated with the overall health of that population. The long-term demographic and health problems for a child born into a family with traditionally low standards of educational attainment may be severe, affecting health choice behaviour and service provision uptake into adulthood. Parental unemployment, single parent households, having parents with low educational qualifications, being a persistent absentee and eligibility for free school meals are factors linked to low educational attainment. All attainment data relates to pupils attending schools in Epping Forest.

The percentages of children in Epping Forest who are deemed ‘ready for school’ and who achieve a good level of development in the first year of school was in the mid-range of districts and similar to the county averages.

10% of both primary and secondary pupils were eligible for free school meals in 2015, compared to 12% and 9% respectively in the whole county.

- 77% of pupils were ‘ready for school’ in 2014/15, close to the county average of 78% and higher than the 74% in 2013/14.
- 68% achieved a good level of development at the end of the Early Years Foundation Stage, higher than the 62% a year earlier and the same as the Essex average.
In 2014/15, just 43% of pupils who were eligible for free school meals (i.e., families with low income) achieved a good level of development, compared to 65% of those not eligible for meals (this was similar to the equivalent Essex figures of 43% and 66% respectively). Although the proportion of those receiving free school meals who achieve this is similar to the national and county averages, it is still an area for improvement.

**Percentage of children in Essex schools achieving a good level of development (GLD) and those eligible for Free School Meals achieving GLD (2014)**

The percentage of pupils at Epping Forest secondary schools who achieved five or more GCSEs at grades A*-C including English & Maths in 2015 fell from 68.4% a year earlier. This appears to be consistent with the national trend. The results are in the mid-range of districts in the county and are just above the Essex average of 57.6%.

While over 80% of all primary and secondary children studying in Epping Forest attend a good or outstanding school (similar to 2014) this is slightly lower than the 84.3% in the whole of Essex. Around a quarter of pupils taking GCSEs who live in the district attend schools outside of Essex, although their performance at GCSE is similar to their peers at Epping Forest schools.

- 58.2% of pupils attending secondary school in Epping Forest achieved five or more GCSEs at grades A*-C including English & Maths, close to the Essex average.
- 83.4% of all pupils attend a good or outstanding school, the third lowest in the county.
Young people who attend school regularly are more likely to get the most they can out of their time at school, more likely to achieve their potential, and less likely to take part in anti-social or criminal behaviour. Reducing absenteeism and exclusion levels are therefore important. Epping Forest has the same absenteeism prevalence (in state funded secondary schools) as Essex (5.1%) and has a proportion of persistent absentees that is close to the county average.

**Citizen Insight** Source: SHEU 2015

- 70% of primary and 68% of secondary pupils in Epping say they enjoy school most or all of the time, below the Essex average for primary (75%) but above for secondary (62%).
- Aspirations in Epping Forest are very high, with 71% of secondary pupils wanting to go to university (the highest district figure) compared to 54% overall in Essex.

**Lower than average adult employment and unemployment and a high proportion of economically inactive adults**

Health and employment are intimately linked, and long term unemployment can have a negative effect on health and wellbeing. Unemployment leads to loss of income, which affects standards of living. The long-term effects can include depression and anxiety, a loss of identity and reduced perceptions of self-worth. In addition, work can play an important role in social networks and the complex interactions between the individual and society, as work is an integral part of modern day social networking.
Young people with no qualifications are more likely to not be in education, employment or training post 16 and more at risk of not being in paid work and of receiving lower rates of pay.

Significantly fewer working age adults in Epping Forest have no qualifications when compared to the national and Essex averages. Epping Forest also has a higher than average proportion of adults (52.6%) with qualifications at level NVQ 3 or above. 2,960 adults were engaged in some form of further education in Epping Forest in 2014/15.

While there are slightly fewer adults over 16 who are unemployed in Epping Forest than the county average, the proportion of young people aged 16-18 who are not in education, employment or training (NEET) is similar to the Essex and England figures.

260 young people under 19 were in apprenticeships in 2014/15 (plus another 500 aged 19+), a 7% rise over the previous year.

Although Epping Forest has lower than average unemployment, it also had the second lowest percentage of adults aged 16-64 who were in employment in June 2015, significantly below the county average of 76.2%. The district had the second highest proportion who were economically inactive, above the Essex figure of 19.7%. The latter group includes, for example, all those who are looking after a home, retired or studying.

- 6.2% of 16-64 year olds have no qualifications (2014), below the Essex and England averages (8.7% and 8.6%).
- 5.6% of young people were not in education, employment or training from Nov 2014 - Jan 2015, similar to the Essex average of 5.7%.
- 4.4% of 16-64 year olds were unemployed in June 2015, slightly below the Essex average of 4.9%.
- 760 people were in apprenticeships in 2014/15.

Citizen Insight Source: Residents Survey 2015

30% of Epping Forest residents consider themselves to be a participant in lifelong learning, below the county average of 34% and the second lowest district figure. The main barriers preventing them from participating in lifelong learning are lack of time and lack of interest.

- 71.3% of adults were employed in June 2015, the second lowest proportion in Essex.
- 25.3% were economically inactive, the second highest district proportion.
Lower than average job density, mostly small businesses but higher than average job growth

The number of jobs is expected to increase in the next five years by a higher rate compared to the whole of Essex. Job density in Epping Forest is lower than average, with the ratio of total jobs to working age population in 2013 being 0.70 compared to 0.74 in Essex and 0.80 in England. This suggests that a number of residents travel out of the district to work.

- The jobs to population ratio of 0.70 is lower than the Essex and England figures.
- 4.6% growth in the number of jobs is expected between 2015 and 2020, higher than the Essex average growth of 2.8%.
- Average weekly earnings are £541, lower than earnings for the whole of Essex but higher than England.
- Tourism is worth £12m to the local economy.

Average gross weekly earnings for full time workers living in Epping Forest in 2015 were lower than the Essex average of £575 but higher than the England figure of £533.

Around half of jobs are in financial/other business services or the public sector, while 16% are in wholesale/retail and 14% are in construction.

91.5% of businesses in Epping Forest have 9 employees or less (similar to the whole of Essex).

The tourism industry was worth £12m to the Epping Forest district (2014 data), accounting for 6% of tourism spending in Essex and a figure that has been steadily increasing over the last few years. Just under half of the income generated was due to holiday spending. The 74,000 trips made in the district accounted for 5% of the total trips in the county, indicating that the spend per trip is slightly lower than average.
The superfast broadband project is expected to make a real difference to Epping Forest residents and businesses, whose ability to trade and communicate online will be greatly enhanced. Better connectivity will also support digital inclusion in terms of lifelong learning and skills development as well as the use of public services provided through online channels.

Although superfast broadband coverage in Epping Forest was above the Essex average in 2013, the planned investment in the project should mean that 97% of Epping Forest premises (compared to 94% in the whole of Essex) will have access to superfast broadband by early 2020.

Residents feel safe and the rate of crime is in the mid-range of districts but rate of those killed/injured in traffic accidents is significantly above average

The majority of Epping Forest residents feel safe during the day and many also feel safe after dark.

**Citizen Insight** Source: Residents Survey 2015

- 85% of adults in Epping Forest say they feel safe during the day, the same as the Essex average.
- 48% say they feel safe after dark, close to the county average of 49%.
- 37% of adults are satisfied with safety on the roads, lower than the county average of 42%.

Motor vehicle traffic accidents are a major cause of preventable deaths, particularly in younger age groups. For children and for men aged 20-64 years, mortality rates for motor vehicle traffic accidents are higher in lower socio-economic groups. The vast majority of road traffic collisions are preventable and can be avoided through improved education, awareness, road infrastructure and vehicle safety. Epping Forest had a rate of people killed and seriously injured on the roads in 2012-2014 that was significantly above both the Essex and England rates of 42.2 and 39.3 respectively.

The rate of those killedseriously injured on the roads (70.2 per 100,000 population) is above the Essex and national averages.

There are many risk factors that increase the likelihood of offending and other poor outcomes. These risk factors include: a person’s attitude to crime, risk taking behaviour, substance misuse, mental and physical health, access to employment and training, financial issues and family relationships. These poor outcomes may not only impact the individual but their children and have long-lasting effect. The pathways into offending are very complex and there may be no link, an indirect link or direct link from risk factor to offending and some risk factors may make certain types of offending more likely. Evidence suggests that supporting people with the right support at the right
time and ensuring that there are not any gaps or inconsistencies between agencies may be most effective way in reducing crime.

Epping Forest had a crime rate in the 12 months to September 2015 that was up 4.6% on the previous year and in the mid-range of districts in the county. Theft offences accounted for 55% of all offences during this period (this comprises burglary 16%, vehicle theft 18% and other theft 20%).

- The rate of crime in Epping Forest is 54.9 per 1,000 population (representing 7,067 offences), in the mid-range of districts.
- The rate of domestic abuse offences at 13.3 is lower than the county average.
- The rate of anti-social behaviour incidents is 28.1 (3,624 offences).
- 17.5% of offenders re-offended in 2013, one of the lowest district figures.

There were 1,740 domestic abuse offences in 2014/15, a rate which was below the county average of 19.7. The rate of anti-social behaviour incidents in Epping Forest is in the mid-range of districts in the county and up 5.5% over the previous year. The percentage of all offenders who re-offended was one of the lowest in the county in 2013 (this is the latest data publically available).
Some areas show significantly worse health across a number of indicators, compared to England

Health inequalities are differences in health outcomes between different population groups. To improve health and reduce inequalities, we need to consider all the factors that influence health, which are known as the wider determinants of health.

This ‘tartan rug’ table shows for each Middle Super Output Area (MSOA) in the local authority, the value for each key indicator and whether it is significantly different from the England average. The map shows the exact location of individual MSOAs.

Middle Super Output Area (MSOA) Epping Forest 007, which covers the North area of Waltham Abbey, has significantly worse outcomes for a number of the indicators listed in the table. MSOA 011, the area of Loughton Broadway, also performs significantly worse on several of the metrics. The chart also demonstrates that the Epping Forest district has a higher than average population of over 65s, which could influence service provision.

Please note that some of this data may differ from those presented earlier in the report due to varying data sources. (It may not be the most recent source as it is broken down by MOSA)
<table>
<thead>
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<th>Key:</th>
<th>significantly worse than England (higher for population indicators)</th>
<th>significantly better than England (lower for population indicators)</th>
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<td>Epping Forest 005</td>
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<td>Epping Forest 016</td>
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<td>Epping Forest 017</td>
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</table>

Life expectancy for both men and women in the Epping Forest district is better than the national average. However, life expectancy differs significantly for each MSOA, and MSOA 007 has significantly worse life expectancy than the national average.

### Life expectancy & Causes of death (per 100,000 population)

| Percentage of population aged 65 years and over | Income Deprivation | Child Poverty | Older people deprivation | GCSE achievement (5 A*-C incl. Eng & Maths) | Unemployment | Adult obesity | Adult Binge Drinking |
|---|---|---|---|---|---|---|---|---|
| England | 16.9 | 14.7 | 21.8 | 18.1 | 58.8 | 3.8 | 24.4 | 20.1 |
| Epping Forest CD | 18.9 | 10.5 | 15.2 | 14.2 | 61.8 | 2.8 | 23.9 | 19.4 |
| Epping Forest 001 | 19.0 | 7.9 | 11.8 | 12.1 | 64.4 | 2.1 | 25.0 | 22.9 |
| Epping Forest 002 | 23.2 | 8.0 | 12.3 | 11.0 | 64.3 | 2.0 | 25.2 | 16.9 |
| Epping Forest 003 | 20.6 | 7.6 | 9.7 | 11.1 | 64.1 | 1.4 | 24.6 | 16.8 |
| Epping Forest 004 | 22.1 | 9.4 | 14.0 | 12.0 | 57.6 | 2.4 | 24.3 | 20.2 |
| Epping Forest 005 | 21.0 | 10.3 | 14.1 | 15.5 | 69.4 | 2.1 | 22.9 | 22.1 |
| Epping Forest 006 | 21.6 | 9.4 | 14.1 | 13.5 | 61.1 | 2.1 | 22.2 | 25.2 |
| Epping Forest 007 | 20.0 | 12.0 | 18.4 | 23.8 | 43.2 | 4.3 | 27.2 | 21.0 |
| Epping Forest 008 | 14.2 | 13.0 | 19.4 | 16.7 | 50.0 | 4.0 | 27.5 | 23.2 |
| Epping Forest 009 | 22.7 | 11.0 | 11.8 | 17.0 | 62.8 | 3.2 | 26.7 | 17.9 |
| Epping Forest 010 | 22.6 | 9.0 | 12.3 | 11.5 | 70.0 | 1.7 | 22.6 | 21.3 |
| Epping Forest 011 | 14.9 | 18.4 | 26.8 | 22.3 | 63.1 | 4.0 | 28.0 | 24.1 |
| Epping Forest 012 | 16.8 | 7.2 | 10.5 | 10.2 | 70.1 | 2.3 | 21.5 | 20.5 |
| Epping Forest 013 | 16.0 | 12.9 | 18.0 | 17.8 | 50.0 | 3.9 | 24.9 | 21.5 |
| Epping Forest 014 | 17.2 | 9.3 | 14.5 | 11.4 | 55.9 | 2.3 | 20.6 | 22.9 |
| Epping Forest 015 | 16.6 | 8.4 | 11.4 | 13.1 | 65.4 | 2.4 | 18.2 | 19.6 |
| Epping Forest 016 | 16.7 | 6.9 | 11.1 | 8.3 | 76.9 | 1.8 | 21.3 | 15.4 |
| Epping Forest 017 | 16.3 | 13.5 | 23.1 | 10.6 | 64.3 | 3.6 | 24.5 | 17.7 |
Good quality environment with high recycling rates, but lower than average satisfaction with roads and bus services

This section links to the following Essex County Council Outcomes

- Children get the best start
- Good health & wellbeing
- Learning
- Safer communities
- Economic growth
- Sustainable environment
- Independence

Epping Forest has a population density of 3.57 persons per hectare, the fourth lowest district in the county and below the 4.0 average of the whole of Essex. The population density map below shows the highest rates of population are in the Epping, Loughton and Waltham Abbey areas although there are large expanses of low population density. 87% of the Epping Forest district is classified as green space (Essex highest is 93% in Uttlesford, Essex lowest is 51% in Castle Point): green spaces are important for wellbeing, community cohesion and for wildlife.

**Population Density in Epping Forest, 2011**

Citizen Insight Source: Residents Survey 2015

- 83% of Epping Forest residents agree that they have a high quality environment, above the Essex average of 75%. 84% are satisfied with the local area as a place to live, close to the Essex average of 82%.
- 24% say they have given unpaid help to groups, clubs or organisations over the last 12 months (volunteering), similar to the county average of 23%.
Transport impacts on the health of a population via a number of factors including unintentional injuries, physical activity undertaken, air pollution and access to services. The last of these involves people traveling for basic necessities such as work, education, healthcare and purchasing food. Good transport links have an important role in enabling access to business and jobs which are important to allow for economic growth. Some 16% of people seeking jobs in Epping Forest (ie on job seekers allowance) may miss out on employment opportunities unless they have access to a car.

The affordability and accessibility of driving a car has increased over the past 30 years and this has heavily influenced planning decisions to be car focussed. However, there is still a significant proportion of the population without car access who are reliant on public transport, cycling and walking. The 15 minute average travel time by public transport or walking to reach key services is higher than the Essex average of 13 minutes. Improvements in the travel time to key services (i.e. employment centres, primary schools, secondary schools, further education, GPs, hospitals and food stores) by public transport/walking is a national trend.

In 2015, 4% of the main road network was in a condition where structural maintenance should be considered (the same as the countywide figure). However, 18% of the local road network was in this condition, the second highest district proportion in Essex and worse than the county average of 13%.

Citizen Insight Source: Residents Survey 2015
• Just 45% of residents are satisfied with their local bus service (the fourth lowest in the county and below the county average of 51%) while 42% are satisfied with their local transport information, above the county average of 39%.
• 12% are satisfied with the condition or roads, below the county average of 17%.

Epping Forest had the second highest level of household waste sent for reuse, recycling or composting in 2014/15. It therefore also had a lower amount of residual waste per household in 2014/15 than the county average.

• With 58.5% of household waste being recycled in 2014/15, Epping Forest has the second highest district figure, above the Essex average of 51.1%.
• It had 393 kg of residual waste per household, the third lowest in the county.

- At 15 minutes, the average travel time by public transport or walking to reach key services is the fourth longest in the county.
- 84% of those on job seekers allowance are able to access employment centres by public transport or walking, similar to the Essex average (83%).
- Structural maintenance should be considered for 18% of the local road network, the second highest district figure in Essex.
Highest increase in house prices, with relatively high proportion on housing waiting list and low levels of social housing

The relationship between housing and health is a recognised association but a complex one. A number of elements in and around the home can impact on health and wellbeing and will be influenced by other determinants such as education, employment and infrastructure. Specific housing related issues affecting health are indoor pollutants, cold and damp, housing design, overcrowding, accessibility, neighbourhood safety, social cohesion and housing availability.

Additionally as people get older and demand for people to stay within their own homes for longer increases the demand for specific housing needs will also increase.

Economic growth and housing are inextricably linked. Without a sustainable housing programme providing homes for people to live in and without a growing local economy, an area will be unable to provide the jobs and homes to attract new people and retain current residents and drive the economy forward.

- The number of dwellings in Epping Forest rose by 1.3% to 55,130 between 2011 and 2014, lower than the rise in Essex and England (both 1.7%).
- House prices in Epping Forest have increased by 17.6% since 2011, the highest district rise.
- 8.3% of Epping Forest households were deemed fuel poor in 2013, the fourth highest district in Essex.
- The increase in dwellings in Epping Forest since 2011 is one of the smallest rises in Essex.
- House prices across Essex have been increasing year on year outstripping wages, making home ownership less and less affordable for a large proportion of the Essex community. However, the increase in Epping Forest has been the highest in Essex.
- High energy prices coupled with low income mean 8.3% of households in Epping Forest are considered to be fuel poor, the fourth highest district in Essex. (A household is said to be fuel poor if it needs to spend more than 10% of its income on fuel to maintain an adequate standard of warmth.) From 2013-2014 there were 68 excess winter deaths in Epping Forest. This is around 17.5% additional deaths, above the national average (11.6%).
72.7% of households in Epping Forest are people that own their own homes (either with a mortgage or outright), significantly more than nationally (64.2%) but similar to the Essex figure (72.0%). There is a small proportion of social tenants (12.3%), who may be impacted by low stock levels, and private tenants (15.0%).

![Percentage Household Tenure in 2011](image)

- **Higher than average number of households on the housing waiting list (1,500).**
- **0.97 per 1,000 households were homeless or in priority need in Epping Forest in 2014/15, the third lowest rate in Essex.**
- **The rate of homeless households in temporary accommodation at 1.38 per 1,000 households was lower than the county average.**

There were 1,500 households on the housing waiting list in 2014/15, which was the fifth highest number in Essex.

Homelessness is associated with severe poverty and is a social determinant of health. It is also associated with adverse health, education and social outcomes, particularly for children. In 2014/15, Epping Forest had the third lowest rate of households which were homeless or in priority need in Essex, a rate that was also lower than the national average of 2.4 per 1,000. The district had a rate of homeless households in temporary accommodation awaiting a settled home in March 2015 that was in the mid-range of districts in the county (the Essex average was 2.21).
Essex Insight is the Partnership information hub for Essex and a website about Essex and the people working and living in Essex.

The website can be used to find data, also join in surveys and use table, charting and mapping tools to support reporting.

It is home to a suite of products that supports the Joint Strategic Needs Assessment (JSNA).

There are links in this report to the JSNA specialist topic reports found on Essex Insight e.g. Child Poverty and CAMHS Needs Assessments.

**Bookmark it now as your one stop shop for data on Essex**

[www.essexinsight.org.uk](http://www.essexinsight.org.uk)
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<table>
<thead>
<tr>
<th>Reference</th>
<th>M1.1.3</th>
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<tbody>
<tr>
<td>Title</td>
<td>Number of take away restaurants signed up</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Collection Interval</th>
<th>Annually</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data Source</td>
<td>Indicator source Corporate Plan 2018-2023</td>
</tr>
</tbody>
</table>

**Rationale:** This indicator is a measure of the Number of takeaways/cafés who sign up to the ‘Tuck In’ pledge (this is an Essex County initiative).

Essex County Council has set Epping Forest District Council a target of 50 premises over 5 years (10 per year of the Corporate plan 2018-2023). This measure informs the benefit Improved healthy options in restaurants, which aspires to Improve health through healthier food choices and in turn better quality of life for residents of the district.

**Definition:** Tuck in pledge - Tuck IN is an Essex-wide campaign, working alongside independent local takeaways, cafes, restaurants and sandwich bars. It aims to reduce salt, sugar and saturated fat in foods by changing how foods are selected, prepared and served to ‘make food better’ and encourage positive lifestyle choices.

Although these changes are small, they can have a huge impact on the health of customers, especially if these foods are consumed regularly.

**http://www.eppingforestdc.gov.uk/business/environmental-health2/tuck-in**

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<th>Formula</th>
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<tr>
<td>Where:</td>
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<tr>
<td>A + B + C + D = E</td>
</tr>
<tr>
<td>A = new premise signed up</td>
</tr>
<tr>
<td>B = new premise signed up</td>
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<tr>
<td>C = new premise signed up</td>
</tr>
<tr>
<td>D = new premise signed up</td>
</tr>
<tr>
<td>E = Total of signed up premises</td>
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<table>
<thead>
<tr>
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<th>High</th>
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<tbody>
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<td>Cumulative</td>
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<td>------------</td>
<td>-----</td>
</tr>
<tr>
<td><strong>Worked example</strong></td>
<td>Where: Restaurant x1 Café x1 Café x1 Overall premises signed up = 1 + 1 + 1 = 3</td>
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## Performance Indicator Definition

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<tr>
<th>Reference</th>
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<tbody>
<tr>
<td>Title</td>
<td>Leisure centre attendance</td>
</tr>
</tbody>
</table>

### Collection Interval
- **Annual**

### Data Source
- Place For People (PFP) monthly performance management report

### Indicator source
- Corporate Plan 2018 - 2023

### Definition
**Rationale:** The increased number of attendances at leisure centres through Epping Forest District Council. It is anticipated that this will increase by TBC% over the 5 years of the Corporate Plan (TBC% increase per year).

**Definition:** Leisure activities – this includes;
- Swimming
- Gym visits
- Group workout visits

### Formula
\[ Y - X = Z \]
\[ \frac{Z}{Y} \times 100 \]

Where:
- \( X \) = Attendance numbers in the previous year
- \( Y \) = Attendance numbers in the current year
- \( Z \) = difference

### Good performance
- High

### Return Format
- Percentage

### Cumulative
- Yes

### Decimal Places
- Two
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<th>Worked example</th>
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<tr>
<td>Attendees for year 2 = 100</td>
<td></td>
</tr>
<tr>
<td>Attendees for year 1 = 90</td>
<td></td>
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<tr>
<td>$100 - 90 = 10$</td>
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</tr>
<tr>
<td>Increase $= \frac{10}{100} = 0.1 \times 100 = 10%$</td>
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Performance Indicator Definition

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<tr>
<th>Reference</th>
<th>M2.1.2</th>
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<td>Title</td>
<td>Reported litter incidents in the District</td>
</tr>
<tr>
<td>Collection Interval</td>
<td>Quarterly</td>
</tr>
<tr>
<td>Data Source</td>
<td>Indicator source</td>
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<tr>
<td></td>
<td>Corporate Plan 2018-2023</td>
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</table>

**Rationale:** this indicator measures a reduction of number of reported litter incidents by the public. The Council’s new Corporate Plan 2018-2023 includes an objective to keep the district clean and green. Working with the public the council is looking to ensure the district is safe and welcoming and that our environment is protected by reducing level of litter incidents. This indicator also indicates the public perception and a level of concern in relation to cleanliness of the district.

**Definition:**

Litter – there is no statutory definition of litter. The Environmental Protection Act 1990 (s.87) states that litter is ‘anything that is dropped, thrown, left or deposited that causes defacement, in a public place’. This accords with the popular interpretation that ‘litter is waste in the wrong place’.

However, local authority cleansing officers and their contractors have developed a common understanding of the term and the definition used for NI 195 (and for the LEQSE) was based on this industry norm.

Litter includes mainly synthetic materials, often associated with smoking, eating and drinking, that are improperly discarded and left by members of the public; or are spilt during waste management operations.

For the purpose of this indicator it will include public contact on leafs, litter bins, and detruis on both public highway and other council areas. It will not include dead animals, day emergencies (i.e RTA’s) fly tipping, dog bins or mud on roads from developments etc.

**Contact method** – the public may report litter by post, mail, phone or in person.

**Notes** – There will be seasonal changes due to longer daylight hours, warmer weather, autumn leafs, anti social behaviour and litter bins being filled up with household or trade waste. Annual performance is judged on the average of all four quarters performances.
| Formula | \( X - Y = Z \)  
\( (Z/X) \times 100 \)  
Where:  
\( X \) = number of litter incidents reported in the previous year  
\( Y \) = number of litter incidents reported in the current year  
\( Z \) = decrease |

<table>
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<th>Low</th>
<th>Return Format</th>
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<td>Cumulative</td>
<td>Yes</td>
<td>Decimal Places</td>
<td>Two</td>
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</table>

| Worked example | Where:  
Number of litter incidents reported in the previous year = 220  
Number of litter incidents reported in the current year = 205  
\( 220 - 205 = 15 \)  
\% decrease of number of litter incidents reported = \( \frac{15}{220} \times 100 = 6.82\% \)  
\( \frac{15}{220} \) |

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**Performance Indicator Definition**

<table>
<thead>
<tr>
<th>Reference</th>
<th>M2.2.1</th>
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<tbody>
<tr>
<td>Title</td>
<td>Number of new dwellings completions in the District</td>
</tr>
<tr>
<td>Collection Interval</td>
<td>Quarterly</td>
</tr>
<tr>
<td>Data Source</td>
<td>Indicator source</td>
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<td></td>
<td>Corporate Plan 2018-2023</td>
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<td>The Local Plan 2019-2033</td>
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</table>

**Rationale:** This Performance Indicator will measure progress towards completion of new dwellings as per the Local Plan projection. The Local Plan sets out the approach and detailed policies for the whole District for the period up to 2033 including identified housing requirements.

**Definition:**

Dwelling – The definition of dwelling (in line with the 2001 Census) is a self-contained unit of accommodation. Self-containment is where all the rooms in a household are behind a door, which only that household can use. Non-self-contained household spaces at the same address should be counted together as a single dwelling. Therefore, a dwelling can consist of one self-contained household space or two or more non-self-contained spaces at the same address.

The indicator measures a number of newly completed dwellings and takes into the account the following:

- Demolitions
- Change of use
- Conversions

Quarterly targets and performance details for this indicator represent the cumulative total for the year to date.

**Formula**

The net increase in dwelling stock over one year is calculated as the sum of new build completions, minus demolitions, plus any gains or losses through change of use and conversions:

\[
a - b + c + d
\]

where:

- \( a \) = new build completions (gross);
- \( b \) = demolitions (gross);
- \( c \) = change of use (net change);
- \( d \) = conversions (net change)
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<td>Decimal Places</td>
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<td>Worked example</td>
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<td></td>
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<tr>
<td>New build completions</td>
<td>673</td>
<td>Demolitions = 17</td>
<td></td>
</tr>
<tr>
<td>Demolitions</td>
<td>17</td>
<td>Change of Use =</td>
<td></td>
</tr>
<tr>
<td>Change of Use</td>
<td></td>
<td>Gains = 21</td>
<td>Losses = 1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Net gain = 21 - 1 = 20</td>
<td></td>
</tr>
<tr>
<td>Conversions</td>
<td></td>
<td>Gains = 37</td>
<td>Losses = 3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Net gain = 25 - 3 = 22</td>
<td></td>
</tr>
<tr>
<td>Net Additions</td>
<td>673 – 17 + 20 + 22 = 698</td>
<td></td>
<td></td>
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## Performance Indicator Definition

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<tr>
<th>Reference</th>
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<tr>
<td>Title</td>
<td>Local Plan progressed in accordance with Local Development Scheme</td>
</tr>
<tr>
<td>Collection Interval</td>
<td>Annual</td>
</tr>
<tr>
<td>Data Source</td>
<td>Local Development Scheme document</td>
</tr>
<tr>
<td>Indicator source</td>
<td>Corporate Plan 2018-2023, The Local Plan 2019-2033</td>
</tr>
<tr>
<td><strong>Rationale:</strong></td>
<td>The Planning and Compulsory Purchase Act 2004 (as amended) requires local authorities to prepare and maintain a Local Development Scheme (LDS), which is the timeline for producing the planning documents that will make up the Local Plan. This indicator will measure the progress of the Local Plan in accordance with Local Development Scheme. LDS concerns the process of preparing the Local Plan and will continue to be reviewed on a regular basis. The reviews will be reported to Members and published on the Council’s website, to ensure that progress with the preparation of the Local Plan is closely monitored and managed and that the District’s residents and other stakeholders are kept fully informed and up to date. The current LDS milestones are:</td>
</tr>
<tr>
<td><strong>Formula</strong></td>
<td>It is a simple KPI return stating whether the target has been met.</td>
</tr>
<tr>
<td><strong>Good performance</strong></td>
<td>Target met</td>
</tr>
<tr>
<td><strong>Cumulative</strong></td>
<td>No</td>
</tr>
<tr>
<td>Worked example</td>
<td>31 March 2018 - Submission of the Local Plan to Planning Inspectorate for Examination Regulation 22 – Submitted, target met</td>
</tr>
<tr>
<td>----------------</td>
<td>--------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td></td>
<td>Autumn 2018 - Examination in Public Regulation 24 – completed, target met</td>
</tr>
<tr>
<td></td>
<td>January 2019 - Receipt of Report Regulation 25 - completed, target met</td>
</tr>
<tr>
<td></td>
<td>May 2019 - Expected Adoption and Publication (including policies map) Regulation 26 - completed, target met</td>
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## Performance Indicator Definition

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<tr>
<th>Reference</th>
<th>M2.5.1</th>
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<tbody>
<tr>
<td>Title</td>
<td>Number of new jobs</td>
</tr>
<tr>
<td><strong>Collection Interval</strong></td>
<td><strong>Data Source</strong></td>
</tr>
</tbody>
</table>
| Annual | Annual Population Survey – Office for National Statistics  
ONS Business Register and Employment Survey : open access | Corporate Plan 2018-2023  
The Local Plan 2019-2033 |

### Definition

**Rationale:** The indicator is intended to measure a number of new jobs available for local people in the district. The Council has a clear vision and strategy to maximise the number of jobs, which is supported by the evidence provided in the new Local Plan (the need for over 10,000, designated existing as well as newly allocated employment sites).


**Definition:** The measure of the number of new employee jobs available in the district (full and part-time). This is the percentage increase of additional jobs available year-on-year.

Employee jobs - The number of jobs held by employees. Employee jobs exclude self-employed, government-supported trainees and HM Forces. The information comes from the Business Register and Employment Survey (BRES) - an employer survey conducted in September of each year.

**Notes:** Labour and employment data is released by ONS annually around September/October time. The indicator will measure the number of new jobs reporting annually at quarter 3. Targets and performance details for this indicator are measured in percentages and are based on DWP figures for 2016/17.

**Formula**

\[ Y - X = Z \]

\[ \frac{Z}{Y} \times 100 \]

Where:

- \( X \) = number of jobs available in the previous year
- \( Y \) = number of jobs in the current year
- \( Z \) = increase
<table>
<thead>
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<th>Good performance</th>
<th>High</th>
<th>Return Format</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cumulative</td>
<td>Yes</td>
<td>Decimal Places</td>
<td>Two</td>
</tr>
<tr>
<td>Worked example</td>
<td>Where:</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Number of jobs available in the previous year = 31,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Number of jobs available in the current year = 33,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>33,000 – 31,000 = 2,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>% increase of jobs available in the district = ( \frac{2000}{31000} \times 100 = 6.45% )</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Performance Indicator Definition

<table>
<thead>
<tr>
<th>Reference</th>
<th>M2.7.1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Title</td>
<td>Overall Employment Rate (%)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Collection Interval</th>
<th>Data Source</th>
<th>Indicator source</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>The Local Plan 2019-2033</td>
</tr>
</tbody>
</table>

**Definition**

**Rationale:** This indicator is a measure of employment rates increase in Epping Forest District year-on-year. It will also monitor the Council’s contribution towards the aspiration to achieve full employment and will help measure progress on reducing worklessness.

**Definition:**

This is the proportion of the working age population (16 to 64 for both men and women) who are in employment according to the International Labour Organisation (ILO) definition.

These are National Statistics collected via ONS’ Annual Population Survey (essentially a version of Labour Force Survey with a boosted sample size for better accuracy at local area levels) and can be accessed via ONS’ NOMIS website:

https://www.nomisweb.co.uk/default.asp

ONS data clarification:

**Full employment** – it is not possible to provide a simple numerical definition of full employment other than to say the employment rate should be as high as is achievable and the unemployment rate as low as possible.

**Economically active** – people who are either in employment or unemployed

**Employment rate** – the number of people in employment expressed as a percentage of all people aged 16-64.

Previously working age measures were based on upper age limits of 59 for women and 64 for men, reflecting the state pension ages at the time in the UK. However, between 2010 and 2020, the state pension age for women gradually increases, by one month every two months, from 60 to 65. Therefore ONS decided that, from August 2010, the current working age measures will be replaced with measures based
on those aged from 16 to 64 for both men and women.

**Notes:)** The Local Plan 2019-2033 contains policies for development within Epping Forest District up to 2033 and includes the designation of areas for employment with an anticipated need for over 10,000 jobs over the plan period. The Plan designates 53 existing employment sites and allocates 5 new employment sites within the district. Targets and performance details for this indicator are measured in percentages and are based on employment rate at the beginning of the Plan.

<table>
<thead>
<tr>
<th>Formula</th>
<th>((X/Y) \times 100)</th>
</tr>
</thead>
</table>
| Where:           | \(X = \text{number of working age population who are in employment}\)  
|                   | \(Y = \text{working age population (16 – 64 for both males and females)}\) |

<table>
<thead>
<tr>
<th>Good performance</th>
<th>High</th>
<th>Return Format</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cumulative</td>
<td>Yes</td>
<td>Decimal Places</td>
<td>One</td>
</tr>
</tbody>
</table>

**Worked example**

Where:

Number of working age population who are in employment = 87,000  
Working age population = 120,000  

Overall employment rate = \(\frac{87000}{120000} \times 100 = 72.5\%\)
Equality Impact Assessment

1. Under s.149 of the Equality Act 2010, when making decisions, Epping District Council must have regard to the Public Sector Equality Duty, ie have due regard to:
   - eliminating unlawful discrimination, harassment and victimisation, and other conduct prohibited by the Act,
   - advancing equality of opportunity between people who share a protected characteristic and those who do not,
   - fostering good relations between people who share a protected characteristic and those who do not, including tackling prejudice and promoting understanding.

2. The characteristics protected by the Equality Act are:
   - age
   - disability
   - gender
   - gender reassignment
   - marriage/civil partnership
   - pregnancy/maternity
   - race
   - religion/belief
   - sexual orientation.

3. In addition to the above protected characteristics you should consider the cross-cutting elements of the proposed policy, namely the social, economic and environmental impact (including rurality) as part of this assessment. These cross-cutting elements are not a characteristic protected by law but are regarded as good practice to include.

4. The Equality Impact Assessment (EqIA) document should be used as a tool to test and analyse the nature and impact of either what we do or are planning to do in the future. It can be used flexibly for reviewing existing arrangements but in particular should enable identification where further consultation, engagement and data is required.

5. Use the questions in this document to record your findings. This should include the nature and extent of the impact on those likely to be affected by the proposed policy or change.

6. Where this EqIA relates to a continuing project, it must be reviewed and updated at each stage of the decision.

7. All Cabinet, Council, and Portfolio Holder reports must be accompanied by an EqIA. An EqIA should also be completed/reviewed at key stages of projects.

8. 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
Section 1: Identifying details

Your function, service area and team: Transformation, Office of the Chief Executive

If you are submitting this EqIA on behalf of another function, service area or team, specify the originating function, service area or team: Not applicable

Title of policy or decision: Corporate Plan 2018-2023 – Progress Reporting and Indicator Set

Officer completing the EqIA: David Bailey, Head of Transformation  Tel: 01992 564105 Email: dbailey@eppingforestdc.gov.uk

Date of completing the assessment: Tuesday 6 February 2018

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?

Change to performance reporting for the Corporate Plan, including the new set of (key performance) indicators.

2.2 Describe the main aims, objectives and purpose of the policy (or decision):

The Corporate Plan is the Council’s premium strategic document, laying out the Council’s purpose, aims and objectives for the medium and short-term. The benefits and indicator set detail how the progress of this plan will be measured and reported.

What outcome(s) are you hoping to achieve (ie decommissioning or commissioning a service)?

Enhanced picture of corporate performance against the benefits and indicator set.

2.3 Does or will the policy or decision affect:

- service users
- employees
- the wider community or groups of people, particularly where there are areas of known inequalities?

The Corporate Plan progress reporting is not in itself a vehicle for decision making. Its approach is to articulate the Council’s performance in a coherent document. Where individual objectives or performance from the Plan require key decisions, these are the subject of individual reports, each accompanied by its own Equality Impact Assessment.

Will the policy or decision influence how organisations operate?

Yes, at the strategic level.
Section 3: Evidence/data about the user population and consultation

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).

3.1 What does the information tell you about those groups identified?

An overview of key issues impacting the population of Epping Forest district, health and well-being, and demand on services is given in the attached profile of people living in Epping Forest.

3.2 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?

No.

3.3 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:

Where decisions are required to change Council policy these will be subject to a key decision report, which will be accompanied by its own Equality Impact Assessment. Any consultation with communities that are likely to be affected by the decision may be undertaken at that time.
## Section 4: Impact of policy or decision

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

<table>
<thead>
<tr>
<th>Description of impact</th>
<th>Nature of impact</th>
<th>Extent of impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td><strong>Older people</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>An ageing population is increasing demand on local services.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Health interventions need to reach high risk groups to reduce the number of preventable health conditions and service demand.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Slightly higher rate of hospital admissions due to hip fractures than England.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Increasing number of people with dementia. Unpaid carers require support to achieve their role.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Ageing population will impact on the availability of health services, housing and care homes.</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Children and young people</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Average level of Chlamydia testing and percentages testing positive.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Low rates of children in care.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Average level of eligibility for free early education entitlement (two year olds) but lowest take up rate in Essex.</td>
<td></td>
</tr>
<tr>
<td>Disability</td>
<td>No data available</td>
<td></td>
</tr>
<tr>
<td>Gender</td>
<td>Epping Forest district population: 64,219 – 51.5% female 60,440 – 48.5% male</td>
<td>L</td>
</tr>
<tr>
<td>Gender reassignment</td>
<td>No data available</td>
<td>-</td>
</tr>
<tr>
<td>Marriage/civil partnership</td>
<td>Living arrangements: Of 100,762 persons- 60,592 living as a couple 49,472 married or in a registered same-sex civic partnership</td>
<td>L</td>
</tr>
<tr>
<td>Category</td>
<td>Description</td>
<td>Grade</td>
</tr>
<tr>
<td>--------------------------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>-------</td>
</tr>
<tr>
<td>Pregnancy/maternity</td>
<td>Low rate of teenage pregnancy (which is linked to a range of poor outcomes in later life).</td>
<td>L</td>
</tr>
<tr>
<td>Race</td>
<td>Population of the district: 89.2% White 3.3% Asian 1.8% Black 5.7% Others, including Mixed</td>
<td>L</td>
</tr>
<tr>
<td>Religion/belief</td>
<td>Population of the district: 61.8% Christian 3.2% Jewish 0.3% Buddhist 1.9% Muslim 0.3% Other religion 22.5% No religion 1.4% Hindu 1% Sikh 7.6% Do not wish to disclose</td>
<td>L</td>
</tr>
<tr>
<td>Sexual orientation</td>
<td>The Government Equality Office estimates there are 1.5 million LGBT (Lesbian, Gay, Bisexual and Transgender) people in the UK.</td>
<td>L</td>
</tr>
<tr>
<td>Poverty</td>
<td>Few deprived areas with poor health and unemployment.</td>
<td>L</td>
</tr>
<tr>
<td></td>
<td>Pockets of child poverty.</td>
<td></td>
</tr>
<tr>
<td>Crime and safety</td>
<td>Average rate of crime and residents feeling safe.</td>
<td>L</td>
</tr>
<tr>
<td></td>
<td>Low population density.</td>
<td></td>
</tr>
<tr>
<td>Recycling</td>
<td>Higher than average waste recycling levels.</td>
<td>L</td>
</tr>
<tr>
<td>Healthy lifestyles</td>
<td>Although lower than average, reducing smoking, drinking and obesity, plus increasing physical activity, are all areas for improvement.</td>
<td>L</td>
</tr>
<tr>
<td></td>
<td>Hospital admissions due to alcohol related conditions are better than England average.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Fall in number of adults in substance misuse treatment.</td>
<td></td>
</tr>
<tr>
<td>Physical and mental health</td>
<td>Increase rate of diabetes although it is below average.</td>
<td>L</td>
</tr>
</tbody>
</table>
|                          | Rate of those killed or seriously injured on
<table>
<thead>
<tr>
<th>Section</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing</td>
<td>High proportion of owner occupiers, with low proportion of social housing. Highest rise in house prices in Essex. Relatively high proportions on housing waiting list but lower than average in temporary accommodation. Third lowest rate of homeless households in Essex.</td>
</tr>
<tr>
<td>Education</td>
<td>The proportions who are ready for school and who achieve a good level of development at age 5 are close to the Essex average but there is a gap for those eligible for free school meals. Close to average proportion achieve five or more GCSEs at grades A*-C. Lower than average proportion attend a good or outstanding school. More pupils than average aspire to go to university.</td>
</tr>
<tr>
<td>Employment</td>
<td>Lower proportion of adults with no qualifications. Slightly lower than average adult unemployment and average proportion of young people Not in Education Employment of Training (NEET). Higher than average number of economically inactive adults. Lower than average ratio of jobs per population but increasing number of jobs. Most businesses have 9 or fewer employees.</td>
</tr>
<tr>
<td>Transport</td>
<td>Fourth longest average travel time by public transport or walking to reach key services in Essex.</td>
</tr>
</tbody>
</table>
Below average percentage of residents who are satisfied with roads, local bus services and local transport information.

Access to a car is essential for people out of work and not able to use public transport or walk to an employment centre. 16% may miss out on work opportunities unless they have access to a car.

### Section 5: Conclusion

<table>
<thead>
<tr>
<th></th>
<th>Tick Yes/No as appropriate</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1</td>
<td></td>
</tr>
</tbody>
</table>

Does the EqIA in Section 4 indicate that the policy or decision would have a medium or high adverse impact on one or more equality groups?

- **No ☐**

The adoption of the Corporate Plan progress reporting and indicator set of and in itself does not make any decisions, save for the indication of strategic direction. Any decisions on policy changes indicated by the reports would be subject to a key decision report as appropriate and contain an individual Equality Impact Assessment.

- **Yes ☐**

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

<table>
<thead>
<tr>
<th>What are the potential adverse impacts?</th>
<th>What are the mitigating actions?</th>
<th>Date they will be achieved.</th>
</tr>
</thead>
<tbody>
<tr>
<td>This report is for the coordination of strategic direction and progress reporting. There are no policy decisions contained in this report.</td>
<td>Any key decision regarding a policy change would require its own report and be accompanied by a detailed Equality Impact Assessment as appropriate.</td>
<td>As and when any key decision is brought forward.</td>
</tr>
</tbody>
</table>
Section 7: Sign off
I confirm that this initial analysis has been completed appropriately.
(A typed signature is sufficient.)

<table>
<thead>
<tr>
<th>Signature of Head of Service: David Bailey</th>
<th>Date: 6 February 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Signature of person completing the EqIA: David Bailey</td>
<td>Date: 6 February 2018</td>
</tr>
</tbody>
</table>

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.
Recommendations/Decisions Required:

(1) That the Committee reviews the updated Project Dossier for the Transformation Programme – Neighbourhoods Directorate.

Reason for decision:
The Overview and Scrutiny Committee requested the progress of projects and programmes within the Transformation Programme – known as the Project Dossier – be reported to regular meetings of the Committee for review.

Options considered and rejected:
None.

Report:

Introduction:

1. The Corporate Plan provides a framework to demonstrate how the work of the Council fits together at a strategic level. It provides a focus to establish a set of corporate priorities, describing how the organisation will deliver positive change.

2. An annual Corporate Specification details how the Corporate Plan will be delivered through a set of operational objectives for that year. Operational objectives can concern Business As Usual (BAU) or business transformation.

3. Business transformation is delivered through change projects and programmes. A project is a temporary activity to create something unique – a thing, a service or a product – that:
   - Leads to change;
   - Has a defined start and end;
   - Has limited resources;
   - Has specific objectives; and
• Enables benefits to be realised.

5. Here is a simple example which illustrates the difference between Business As Usual and business transformation.

If you build a car in your garage – it’s a project. Whereas if you are a car manufacturer, building hundreds of cars a day, it’s a production line and simply business as usual, i.e. it isn’t unique. However, parts of a larger process can be considered projects, e.g. designing the car. So by their very nature, the delivery of any change involves project management.

6. The Council established its Transformation Programme in early 2016, grouping change projects from the Corporate Plan into four workstreams:

• Customer Experience;
• Business Culture;
• Resources, Accommodation and Technology; and
• Major Projects.

7. A corporate methodology for managing projects was established in June 2016. All projects are registered with the Programme Management Office (PMO), overseen by the Head of Transformation. Projects are managed differently, depending on an assessment of their scale or complexity. This assessment is completed using the Risk Potential Assessment tool (RPA).

<table>
<thead>
<tr>
<th>RPA</th>
<th>Qualities</th>
<th>Project management</th>
<th>Processes</th>
<th>PMO support</th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td>Transformative project – requires authority wide co-ordination</td>
<td>Overseen by the Transformation Programme Board</td>
<td>Charter, initiation document and evaluation are required and approved by TPB. Other documents may be required</td>
<td>PMO actively engaged in supporting the project</td>
</tr>
<tr>
<td>Medium</td>
<td>Project management best practice</td>
<td>Managed within a single directorate</td>
<td>Charter, PID and evaluation are required and logged with PMO</td>
<td>Support provided by PMO</td>
</tr>
<tr>
<td>Low</td>
<td>Minimal need for project management</td>
<td>Managed within a single service area</td>
<td>Charter, PID and evaluation are encouraged</td>
<td>Support available from PMO on request</td>
</tr>
</tbody>
</table>
8. High and Medium complexity projects follow a project life cycle (see diagram below).

![Project lifecycle diagram]

**Project Dossier:**

9. The Committee are asked to consider and review the list of active High and Medium complexity projects, known formally as the Project Dossier. This is given in the Appendix. The information, structured by Workstream, includes:

- Workstream;
- Project reference number and title;
- Current project lifecycle stage, i.e.
  - Discovery (chartered),
  - Initiation (Project Initiation Document, PID / Programme Definition Document, PDD),
  - Prototype (design service),
  - Implementation (transformation),
  - Closure;
- Risk Potential Assessment (RPA), i.e.
  - Medium or
  - High complexity;
- Start and due dates;
- RAG = Current project status as Red, Amber, Green (RAG);
- Select Committee for scrutiny, i.e.
  - O&S – Overview & Scrutiny,
  - CSC – Communities,
  - GSC – Governance,
  - NSC – Neighbourhoods,
  - RSC – Resources,
- Level of completion (as percentage); and
- Project Sponsor and Project Manager.
Resource Implications:
None.

Legal and Governance Implications:
There are no governance implications from this report.

Safer, Cleaner and Greener Implications:
There are no Safer, Cleaner or Greener implications.

Consultation Undertaken:
No formal consultation was undertaken in the preparation of this report.

Background Papers:
Regular Transformation Programme Highlight Reports to the Cabinet.

Risk Management:
There are no Risk Management implications.

Equality:
There are no Equality Impact implications.
**Step 1. About the policy, service change or withdrawal**

<table>
<thead>
<tr>
<th>Name of the policy, service or project: be specific</th>
<th>Transformation Programme - Project Dossier – Neighbourhoods Directorate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revised / new / withdrawal:</td>
<td>New</td>
</tr>
<tr>
<td>Intended aims / outcomes/ changes:</td>
<td>Report is for consideration</td>
</tr>
<tr>
<td>Relationship with other policies / projects:</td>
<td>Transformation Programme</td>
</tr>
<tr>
<td>Name of senior manager for the policy / project:</td>
<td>Glen Chipp, Chief Executive</td>
</tr>
<tr>
<td>Name of policy / project manager:</td>
<td>David Bailey, Head of Transformation</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>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.</th>
<th>If yes, state which protected groups:</th>
</tr>
</thead>
<tbody>
<tr>
<td>If no, state your reasons for this decision. Go to step 7.</td>
<td>If no, state reasons for your decision:</td>
</tr>
<tr>
<td>The majority of Council policies and projects are equality relevant because they affect employees or our communities in some way.</td>
<td>No. Any equalities impact assessment for individual projects or programmes will be detailed in the respective reports.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Name and job title of officer completing this analysis:</th>
<th>David Bailey, Head of Transformation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date of completion:</td>
<td>25.01.2018</td>
</tr>
<tr>
<td>Name &amp; job title of responsible officer:</td>
<td>David Bailey, Head of Transformation</td>
</tr>
<tr>
<td>(If you have any doubts about the completeness or sufficiency of this equality analysis, advice and support are available from the Performance Improvement Unit)</td>
<td></td>
</tr>
<tr>
<td>Date of authorisation:</td>
<td>25.01.2018</td>
</tr>
<tr>
<td>Date signed copy and electronic copy forwarded to PIU</td>
<td>25.01.2018</td>
</tr>
<tr>
<td><a href="mailto:equality@eppingforestdc.gov.uk">equality@eppingforestdc.gov.uk</a></td>
<td>25.01.2018</td>
</tr>
</tbody>
</table>
Appendix - Project Dossier Neighbourhoods Directorate

Key:
Current project lifecycle stage, i.e. Discovery (chartered), Initiation (Project Initiation Document, PID / Programme Definition Document, PDD), Prototype (design service), Implementation (transformation), Closure.
Risk Potential Assessment (RPA), i.e. Medium or High complexity.
RAG = Current project status as Red, Amber, Green (RAG).
Select Committee for scrutiny, i.e. O&S – Overview & Scrutiny, CSC – Communities, GSC – Governance, NSC – Neighbourhoods, RSC – Resources.

Generated on: 05 March 2018

### Workstream 1 Customer Experience

<table>
<thead>
<tr>
<th>Code &amp; Title</th>
<th>Stage</th>
<th>RPA</th>
<th>Start date</th>
<th>Due date</th>
<th>RAG</th>
<th>Progress</th>
<th>Scrutiny</th>
<th>Sponsor</th>
<th>Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>P134 Licensing Self-Service Applications</td>
<td>Implement</td>
<td>Medium</td>
<td>22-Aug-2016</td>
<td>15-Dec-2017</td>
<td>83%</td>
<td>NSC</td>
<td>NSC</td>
<td>Assistant Director - Environment &amp; Neighbourhoods (NNS01)</td>
<td>Licensing Manager (NLS01)</td>
</tr>
</tbody>
</table>

### Workstream 2 Business Culture

<table>
<thead>
<tr>
<th>Code &amp; Title</th>
<th>Stage</th>
<th>RPA</th>
<th>Start date</th>
<th>Due date</th>
<th>RAG</th>
<th>Progress</th>
<th>Scrutiny</th>
<th>Sponsor</th>
<th>Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>P107 Estates Service Review</td>
<td>Implement</td>
<td>Medium</td>
<td>05-Apr-2015</td>
<td>01-Apr-2018</td>
<td>79%</td>
<td>NSC</td>
<td>NSC</td>
<td>Director of Neighbourhoods (NDR01)</td>
<td>Chief Estates Officer (NEV01)</td>
</tr>
<tr>
<td>P140 District Emergency Control Centre Plan</td>
<td>Prototype</td>
<td>Medium</td>
<td>18-Oct-2016</td>
<td>30-Apr-2018</td>
<td>44%</td>
<td>NSC</td>
<td>NSC</td>
<td>Director of Neighbourhoods (NDR01)</td>
<td>Assistant Director - Environment &amp; Neighbourhoods (NNS01)</td>
</tr>
</tbody>
</table>

### Workstream 3 Resources, Accommodation and Technology

<table>
<thead>
<tr>
<th>Code &amp; Title</th>
<th>Stage</th>
<th>RPA</th>
<th>Start date</th>
<th>Due date</th>
<th>RAG</th>
<th>Progress</th>
<th>Scrutiny</th>
<th>Sponsor</th>
<th>Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>Code &amp; Title</td>
<td>Stage</td>
<td>RPA</td>
<td>Start date</td>
<td>Due date</td>
<td>RAG</td>
<td>Progress</td>
<td>Scrutiny</td>
<td>Sponsor</td>
<td>Manager</td>
</tr>
<tr>
<td>--------------------------------------------------</td>
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<td>--------------------------------</td>
<td>-------------------------------------------------</td>
</tr>
<tr>
<td>P162 Review Civic Office Car Parks</td>
<td>Discovery</td>
<td>High</td>
<td>04-Oct-2017</td>
<td>31-Mar-2023</td>
<td>6%</td>
<td>NSC</td>
<td></td>
<td>Chief Executive (XEX01)</td>
<td>Assistant Director - Technical (NTS01)</td>
</tr>
<tr>
<td>P166 Relocate Pyrles Lane Nursery</td>
<td>Initiation</td>
<td>High</td>
<td>11-May-2017</td>
<td>30-Jan-2019</td>
<td>63%</td>
<td>NSC</td>
<td></td>
<td>Assistant Director - Technical (NTS01)</td>
<td>Assistant Director - Technical (NTS01) .</td>
</tr>
<tr>
<td>P165 Major Tree Works Procurement</td>
<td>Prototype</td>
<td>High</td>
<td>24-Jul-2017</td>
<td>01-Aug-2018</td>
<td>90%</td>
<td>NSC</td>
<td></td>
<td>Senior Project Improvement Officer (GPI01)</td>
<td>Assistant Director - Technical (NTS01)</td>
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</tbody>
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**Workstream 4 Major Projects**

<table>
<thead>
<tr>
<th>Code &amp; Title</th>
<th>Stage</th>
<th>RPA</th>
<th>Start date</th>
<th>Due date</th>
<th>RAG</th>
<th>Progress</th>
<th>Scrutiny</th>
<th>Sponsor</th>
<th>Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>P114 St John's Road Development</td>
<td>Implement</td>
<td>High</td>
<td>20-May-2015</td>
<td>31-Mar-2018</td>
<td>90%</td>
<td>NSC</td>
<td></td>
<td>Chief Executive (XEX01)</td>
<td>Director of Neighbourhoods (NDR01)</td>
</tr>
<tr>
<td>P115 Local Plan Programme</td>
<td>Implement</td>
<td>High</td>
<td>17-May-2016</td>
<td>01-Apr-2019</td>
<td>41%</td>
<td>NSC</td>
<td></td>
<td>Chief Executive (XEX01)</td>
<td>Interim Assistant Director (NFP502) .</td>
</tr>
<tr>
<td>P135 New Leisure Management Contract Programme</td>
<td>Implement</td>
<td>High</td>
<td>20-May-2015</td>
<td>31-Mar-2023</td>
<td>16%</td>
<td>NSC</td>
<td></td>
<td>Director of Neighbourhoods (NDR01)</td>
<td>Emergency Planning Officer (NEP01)</td>
</tr>
</tbody>
</table>
**Summary**

This report is a summary of the enforcement activity carried out by the Council’s Environment & Neighbourhoods (EN) team in 2017/18 (i.e. for the period 1 April 2017 to 5 March 2018 when this report was drafted).

**Fly tipping issues** currently require the most attention by officers in the EN team, with officers involved in the investigation and arranging clearance of deposits. In 2018 there has been a noticeable increase in the size and regularity of fly-tipping in Stanford Rivers and Stapleford Abbotts, with waste coming out of London on a regular basis. However, there are a number of fly-tipping hotspots across the district with all areas suffering to some extent.

£13,677 of financial penalties has been imposed on offenders through prosecution action. 14 fixed penalty notices have been paid amounting to an additional £2,800.

**Noise complaints** make up the majority of the rest of the workload, with a peak in summer months. Loud music and barking dogs are the primary cause of complaint. However, we regularly receive complaints that appear to relate to normal living noise that neighbours can hear due to poor sound insulation. For cases with poor sound insulation that do not involve unreasonable behaviour, no formal nuisance action can be taken. Most cases are resolved informally, but seven formal notices have been served to control excessive noise.

The team investigates other neighbour nuisance issues, such as smoke, dust, odour, dog fouling, litter and light nuisance. Investigation led to a dust abatement notice being served on a wood yard in Hoe Lane, Nazeing.

Taxi and other licensing issues are also investigated by the team, with regular late night checks carried out.

The EN team respond to unauthorised encampments on EFDC land, completing the eviction process for the Council if necessary. The team also provide expert noise advice on planning applications and are statutory consultees on licensing issues with regard to public nuisance control.

**The team**

The EN team is made up of seven Environment & Neighbourhood officers (ENO), a Neighbourhoods Response Officer (NRO) and Environment & Neighbourhood Manager. Each ENO is responsible for investigating all incidents in a specific geographical area of the district.
The district is subdivided into 3 main areas - East, West and South and then further subdivided into East 1 and 2, West 1, 2 and 3 and South 1, 2 and 3.

The team are responsible for providing the Council’s “out of hours” noise service. On a rota the ENO provide a duty call out officer for every day of the year. The duty noise officer is available to respond to all noise calls up to midnight. After midnight a restricted emergency service is available for premises on an emergency call-out list, requests from the police and premises where three or more complaints are received.

For more information on the range of enforcement work carried out by the ENO team, please see the Council website at: [www.eppingforestdc.gov.uk/environment-and-neighbourhoods-team](http://www.eppingforestdc.gov.uk/environment-and-neighbourhoods-team)

Figure 1. Breakdown of complaints/incidents 2017/18

There were 2,338 fly-tipping incidents logged, accounting for 56% of the total incidents logged to the EN team. For the same period 1,354 noise complaints were logged (33%). The number of fly-tipping incidents refers to individual incidents of fly-tipping. Other incidents logged include some multiple complaints about the same issue. For example, five households complaining about the same noisy event would be logged as five incidents. Although there are 41 unauthorised encampment incidents, this relates to approximately nine encampments.
Commentary on specific enforcement activities

1. Fly-tipping

1.1 All incidents of fly-tipping reported to the Council are recorded. Incidents that may have some evidence to trace the source of the waste or fly-tipper are passed to the EN team to investigate. The incidents passed to the EN team are then prioritised and investigated if possible prior to clearance. There were 2,338 fly-tipping incidents recorded in 2017/18 (compared with 2,156 in 2016/17 and 1,683 in 2015/16 for the same time period).

1.2 There appears to be a link between the increase in fly-tips and new restrictions imposed on the Recycling Centres for Household Waste (RCHW), but this is a very simple analysis based on the recent pattern of fly-tipping. We understand that tight restrictions have also been imposed on centres in other areas outside Essex. It is clear that the new restrictions on RCHW will have excluded a lot of commercial waste that should never have been taken to the household recycling centres. Recently this type and size of waste appears to have been fly-tipped more frequently.

1.3 The size of fly-tipping incidents can vary considerably from a few household bags of waste to industrial sized organised fly-tips. Consequently the type of offender can vary enormously ranging from local residents mismanaging their own waste to organised criminal fly-tippers. Somewhere in between these two extremes we have commercial waste fly-tips that can perhaps best be described as “a man in van”, either tipping their own commercial waste or operating a waste collection service and tipping any waste they have collected.

1.4 Evidence suggests that the recent increase in fly-tipping in Stapleford Abbotts appears to be linked to one company/group of individuals operating a waste clearance service advertised on Gumtree. Investigations are continuing. We are hopeful of securing a prosecution in due course, although at this time all efforts to confirm the full identity and address of the offenders have been unsuccessful.

1.5 The Environment & Neighbourhood team continue to pursue fly-tippers through the courts and have also offered 16 fixed penalty notices (FPN) of £200 for a number of less significant fly-tips with the payment of 14 FPN resulting in an income of £2,800.

1.6 Details of prosecutions are published in the Members Bulletin and summarised at Appendix A. In 2017/18 there have been seven prosecutions (offences include depositing waste illegally and associated waste duty of care offences) resulting in a total fines amounting to £6,071, costs awarded of £6,835.52 and victim surcharge/compensation of £771. In total, £13,677.52 of financial penalties imposed on offenders through prosecution action.

1.7 To educate and act as a deterrent, press releases were issued for each case resulting in some local press coverage. Prosecutions were also highlighted as part of the Essex wide “Crime Not to Care” campaign discussed later in this report. The EN team currently have a number of ongoing investigations.

2. Noise

2.1 Most noise complaints are resolved informally after the intervention of the EN team. Indeed the EN team work hard to provide advice and informally resolve noise complaints wherever possible. Witnessing the noise, serving a noise abatement notice and prosecution for non-compliance are seen as the last resort. There were 1,354 noise incidents registered in 2017/18, compared with 1,439 in 2016/17 and 1,070 in 2015/16. There is no clear trend in the number of noise complaints. We expect a similar level of complaint in 2018/19.

2.2 In 2017/18, noise abatement notices were served on the following premises due to noise from loud music and in the case of Wimpy – excessive hours of work on a construction site.
2.3 One formal caution has been issued and accepted in relation to the breach of an abatement notice, when the duty noise officer witnessed an excessively loud party in the early hours of the morning. One prosecution for a breach of an abatement notice (in relation to loud music), is currently pending court action. The alleged offender has failed to engage with the EN team and complaints persist.

2.4 In the summer of 2017 in response to ongoing complaints, officers spent a number of hours monitoring noise from drag racing events at North Weald airfield. Whilst it was clear at the outset that noise from events was inevitable, some extremely high noise levels were recorded. Despite an ongoing dialogue with the organiser of the drag racing, a reasonable compromise could not be established to allow viable events to continue without the risk of causing excessive noise. The hire of the airfield for drag racing has now been cancelled.

3. **Unauthorised encampments (UE)**

3.1 Unauthorised encampments that arrive in the area generate a lot of concern from residents and general dissatisfaction that the UE is preventing the normal use of the land. Some UE do try to manage their impact on the land they camp on, but many result in fly-tipping, littering, noise and other complaints of anti-social behaviour.

3.2 Work on UE is prioritised by the EN team. All UE on EFDC land will receive a visit on the first working day; so that the process of eviction can be started as soon as possible (any consideration of tolerance of the encampment is then looked at later in the process and will not delay any eviction). A delay caused by court availability for a possession hearing is normally the controlling factor in the speed of the eviction process at this point. The delay in court availability can result in a hearing two to three weeks after the UE first arrived. The EN team will monitor sites and respond to any allegations. The EN team then liaise with the police to assess if the police are able to use powers (s.61) that they have available to evict UE instead of waiting for the possession proceedings to run their course.

3.3 Early in 2017, the EN team were involved in evicting 6 caravans from the EFDC managed nature reserve off Old Shire Lane, Waltham Abbey. EN officers started the eviction process but after gathering further evidence regarding fly-tipping by the occupiers of the site, the police then used s.61 powers to evict the UE immediately.

3.4 Similarly in July 2017, an UE on the Chigwell Recreation Ground consisting of 9 caravans resulted in EN officers starting possession proceedings, but as the incident escalated and some evidence of anti-social behaviour came to light, the police used s.61 powers to evict the UE.

3.5 There were a number of other encampments on private land that the EN team monitored and provided advice to landowners. In addition, the EN team responded to a number of complaints about individuals sleeping in vehicles, primarily as a temporary measure for the purposes of commuting to work in London.
4. Other action of note - 2017/18

4.1 A wood yard in Hoe Lane Nazeing that was an ongoing concern due to previous extremely large fires on the site caused further complaints in 2017 in relation to dust emissions and the potential for a fire on the site due to an excessive accumulation of wood waste.

4.2 Although the site operated under a waste exemption issued by the Environment Agency (EA), the EA had insufficient resources to monitor the site and asked for assistance from the EN team to help monitor and control the site.

4.3 EN officers visited the site on a regular basis in 2017. On 10 May 2017, EN officers established that the operation was causing a statutory nuisance, due to wood dust emanating from the site. An abatement notice was served on the operators of the site to control the emissions, requiring adequate dust suppression to be installed and operated. At this point the site effectively stopped operating. The EN team asked the EA to remove the exemption for the site. The EA agreed to this action but before that took place there was a large fire on the site (16 May 2017) that destroyed most of the un-shredded wood on the site.

4.4 The site has not reopened as a wood yard since then and has now been taken over by the neighbouring site, which operates a soil and concrete recycling operation. To date the new use has not resulted in any complaints and clearly does not pose the same fire risk which was a major concern for local residents. The current occupier of the site appears to have much better control over the operation and currently poses no concerns to the EN team.

5. Taxi licensing enforcement

5.1 The EN team continue to carry out regular late night/early morning inspections of taxis at weekends in order to ensure taxis licensed by EFDC are operating correctly and to deter illegal unlicensed taxis operating in the area. Some minor issues have been identified that can be corrected on the spot or followed up the next working day.

6. Crime not to care campaign

6.1 Although this report concentrates on enforcement action, as part of our enforcement role the EN team aim to be proactive and educate residents and businesses to avoid causing environmental/nuisance issues and comply with the law.

6.2 Aware of the difficulties of catching fly-tippers in the act of tipping, officers have participated in an Essex wide “Crime not to Care Campaign” in partnership with the Cleaner Essex Group (CEG) and Keep Britain Tidy. The aim of the campaign was to try and raise awareness of household duty of care responsibilities, so that residents comply with the law, keep waste out of the hands of rogue traders and hopefully provide evidence to assist us in tracing fly-tippers.

6.3 The CEG produced a series of social media friendly films as part of advertising the message. These films are available to view and share on the Council’s YouTube channel at #crimenottocare.

6.4 In addition, EN officers also visited sites across the district where it appeared that waste needed to be collected and may attract a “man in van” cold calling offering waste services. Officers spoke to occupiers and workmen to provide advice on complying with their duty of care.
7. Future enforcement work

Littering from vehicles - campaign and enforcement

7.1 In April 2018 the law is changing in relation to littering from vehicles. From April, the registered keeper of a vehicle can be held responsible for littering from their vehicle, even if it was discarded by somebody else. Previously the person who dropped the litter from the vehicle had to been identified.

7.2 The EN team believe that this change in the law will make enforcement of vehicle littering more productive. The EN team will be joining a Cleaner Essex Group campaign to highlight the change in the law and then targeting some resources specifically at enforcing this issue. The fixed penalty available for littering is also due to increase to a default level of £100 from the existing £75.

Crime Not to Care and Buy with Confidence scheme for waste companies

7.3 The EN team will continue to highlight the importance of complying with waste duty of care to help keep waste out of the hands of rogue traders. The Cleaner Essex Group will be looking to highlight this issue again in 2018/19.

7.4 However, persuading residents and business to comply with their duty will only be effective if the waste disposal companies who appear legitimate are not fly-tipping waste. We know that obtaining a waste carriers licence from the Environment Agency poses no significant restriction to rogues intent on fly-tipping, so it can be difficult to identify potential fly-tippers. The Environment & Neighbourhood Manager is working with colleagues in Trading Standards and Essex County Council to investigate if a “Buy with Confidence” scheme can be set up to provide a list of Trading Standards audited waste companies. Further information of the scheme in general can be found online at: https://www.buywithconfidence.gov.uk/.

7.5 The aim is to provide a list of audited waste companies providing waste disposal service in EFDC, who can be trusted and promise to help residents and companies comply with their duty of a care. There is an annual fee for joining the scheme to cover Trading Standards audit costs. If the scheme appears effective in attracting a sufficient number of companies the aim is to expand the scheme across Essex in order to reduce the amount of waste getting into the hands of rogue traders who are intent on fly-tipping for profit.

Waste vehicle stop checks

7.6 In 2018 the EN team hope to develop strong links with the police officers funded by EFDC and increase the number and effectiveness of waste vehicle stop checks, with the potential to seize vehicles operating illegally.

Greater use of mobile working for reporting and arranging clearance of fly-tipping

7.7 Colleagues in IT have recently been able to provide the EN team with a much improved online reporting form for logging fly-tipping incidents, improving the information initially reported and enabling greater use of mapping and mobile working to log inspections. The form should greatly reduce the administration time required to log incidents and issue clearance instructions.
Appendix A – Fly tipping/waste prosecutions (1 April 2017 – 5 March 2018)

1. Failed waste duty of care leads to fly-tipping, arrest and prosecution

Michelle Pettengell of Eversley Close Loughton (DOB 12 December 1962) was arrested after failing to attend court, fined £200 and ordered to pay £400 towards the Council’s prosecution costs, together with a Victim Surcharge of £30 after she admitted failing to comply with her waste household duty of care at a hearing on 24 April 2017 in Chelmsford Magistrates Court.

She had carried out some work at her property and had allowed a man who had knocked on her door to take it for £40 cash in hand without checking that the person taking the waste was registered to transport the waste. Her waste was later found fly-tipped in a garage area in Pyrles Lane, Loughton.

2. £1,500 prosecution bill for a fly tipping offence could have been avoided by paying £24 for the correct waste collection

Mr Dominic Bennett (DOB 9 September 1991) of Colson Road, Loughton was ordered to pay a fine of £320, the Council’s prosecution costs of £1,170.52 together with a Victim Surcharge £32 (total £1,522.52) after he pleaded guilty in Chelmsford Magistrates Court on 6 July 2017 to the offence of fly-tipping a fridge freezer on grassland in Bushfields, Loughton. Mr Bennett had been given the opportunity of paying a Fixed Penalty Notice of £200, as an alternative to prosecution, but had failed to do so.

Mr Bennet could have arranged collection of the fridge freezer (and 2 other items) for £24 if he had used the Council’s Special collection service for bulky household waste items.

3. Fly-tipping in Chequers Road, Loughton leads to household waste duty of care prosecution and £461 fine

Mr James Leach (DOB 6 July 1988) of Harvey Gardens, Loughton was fined £461 and ordered to pay £758.86 for the Council’s prosecution costs together with a victim surcharge of £46 after pleading guilty to failing his household waste duty of care at a hearing on 6 July 2017 in Chelmsford Magistrates Court.

Mr Leach pleaded guilty in relation to an offence relating to fly-tipped waste (consisting of about 40 black sacks of waste, some wood and children’s toys) found in a garage area in Chequers Road, Loughton.

He had allowed a man who had knocked on his door to take it for £70 cash in hand without checking that the person taking the waste was authorised to transport the waste. He stated that he was not aware that he had to do so. The Magistrates told him that it had been a very expensive mistake.


At Chelmsford Magistrates Court on 14 September 2017 R & A Waste Removal Limited, Alfie Smith and Richard McGuire were prosecuted by Epping Forest District Council for waste offences relating to the deposit of waste on Unit 4, Pick Hill, Waltham Abbey.
The defendants each pleaded guilty to depositing waste on the site without a permit or in accordance with an exemption administered by the Environment Agency. R & A Waste Removal Limited also pleaded guilty to failing their waste duty of care.

R & A Waste Removal Limited were fined £2,000 and ordered to pay a contribution towards the Council’s prosecution costs of £1,000 and a Victim Surcharge of £170. Alfie Smith and Richard McGuire were each fined £1,000 and ordered to pay a contribution towards the Council’s prosecution costs of £500 and a Victim Surcharge of £120.

R & A Waste Removal Limited occupy the land. They registered an exemption administered by the Environment Agency, allowing the company to sort up to 10 tonnes of mixed recyclable waste at any one time. Alfie Smith and Richard McGuire are Directors of the company.

On 20 February 2017, an Environment & Neighbourhoods Officer for Epping Forest District Council investigated an allegation that excessive waste was being stored at the site. The officer found waste piled higher than the perimeter fence and that well in excess of 10 tonnes of waste appeared to be stored at the site including significant quantities of non-recyclable waste that was not covered by the exemption.

Investigations and potential further formal action are ongoing to seek removal of the waste deposited on the site.

5. Failing to care costs a local resident £1,451 in costs and fines due to fly-tipping

Rachel Cooper (DOB 25 October 1972) of Lushes Road, Loughton failed to attend two previous court hearings and was arrested on 29 September 2017 and then transported to Chelmsford Magistrates Court.

Ms Cooper pleaded guilty to handing over approximately 10 bags of household waste to someone who then fly-tipped them at the junction of Bushfields and Parkmead, Loughton. She was fined £120 for handing over the waste without checking that the person was authorised by the Environment Agency and £50 for not attending an interview with Council’s Environment & Neighbourhood team required under Section 108 of the Environment Act 1990. She was also ordered to pay the Council’s prosecution costs of £1,281.33.

The bags could have been taken to an Essex County Council Recycling Centre for Household Waste or sorted correctly, recycled and disposed of using the normal doorstep collection provided by Epping Forest District Council.

6. Fly-tipping on Claypit Hill, Waltham Abbey led to arrest, £1,686 fine and costs

Mr Loredan Ilias (DOB 6 September 1982) of Gascoyne House, Gascoyne Road, London E9 was ordered to pay a fine and costs amounting to £1,686.81 after pleading guilty to fly-tipping on forest land in Claypit Hill, Waltham Abbey.

Evidence gathered by the Council’s Environment & Neighbourhood team led to a prosecution in Chelmsford Magistrates Court with an eventual hearing on 14 December 2017 against Mr Loredan Ilias.

Mr Ilias pleaded guilty to the offence of fly-tipping paving stones, rubble and roofing material. Mr Ilias had failed to attend a number of hearings in 2016, leading to a warrant being issued for his arrest. Mr Ilias admitted to fly-tipping from a Mercedes Sprinter van on 10 January 2016.
The Magistrates stated that it was a serious offence and a reckless act in a place of Special Scientific Interest.

He was also ordered to pay the Council’s prosecution costs of £724.81 together with a Victim Surcharge £73. The Magistrates also ordered Mr Ilias to pay compensation for clearance of the waste of £150 to the Corporation of London.

7. Fly-tipping in and near resident’s bins in Loughton results in fine and costs of £781

Fly-tipping cardboard and other waste in bins intended for the use of residents of flats at the Broadway, Loughton resulted in fines and costs of £781.

Evidence gathered by the Council’s Environment & Neighbourhood team led to a prosecution in Chelmsford Magistrates Court on 8 February 2018 against Mr Gavin James Pye of Chelmsford Road, Holland-on-Sea, Essex who pleaded guilty to the offence of fly-tipping. Mr Pye admitted to the fly-tipping from a Ford Transit van on 21 April 2017.

The Magistrates stated that it was a negligent act and Mr Pye was ordered to pay a fine of £231. He was also ordered to pay the Council’s prosecution costs of £500 together with a Victim Surcharge £30.
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**NOTES OF THE**
**BOBBINGWORTH NATURE RESERVE (FORMER LANDFILL SITE)**
**LOCAL LIAISON GROUP**
22 August 2017 on site - 3.00pm

**Present:**
- Cllr W Breare-Hall, Environment Portfolio Holder (Chair) (WBH)
- Colin Thompson, Moreton Bobbingworth & the Lavers PC (CT)
- Susan Stranders, Drainage Manager, Neighbourhoods (SS)
- Abigail Oldham, Country care (CC), Neighbourhoods (AO)
- Lee Savill, Resident Engineer, Neighbourhoods (LS)

**Notes:**
Susan Stranders

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<td>Qasim Durrani, Cllr Tony Boyce</td>
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<th>2. Draft Notes of the last meeting 31st August 2017 - agreed.</th>
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<tr>
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<td>Update June 2017 noted and agreed.</td>
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<tr>
<th>Action</th>
<th>3. Matters arising</th>
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<tbody>
<tr>
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<td>None – covered in Agenda.</td>
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<tr>
<th>Action</th>
<th>4. Update from Officers</th>
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</thead>
<tbody>
<tr>
<td></td>
<td><strong>Operation &amp; Maintenance</strong></td>
</tr>
<tr>
<td></td>
<td>7 year Aftercare Plan with Veolia expired March 2017. A report proposing that Veolia remain as the specialist contractor for delivering the Aftercare was approved by the Environment PFH.</td>
</tr>
<tr>
<td></td>
<td>Everything is running smoothly. Leachate levels have been very low over last period so pumps have had to be switched at the northern end of the system on a number of occasions.</td>
</tr>
<tr>
<td></td>
<td>A new control panel and pumps are required. A quote has been obtained (approx. £19k). This will be taken from the allocated Capital budget. Works will need to take place in Spring 2018 due to the intrusive nature of the work and site conditions.</td>
</tr>
<tr>
<td></td>
<td>A new CCTV system is required as the existing system has become obsolete. The cost (approx. £8k) can be met from the existing Capital budget.</td>
</tr>
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<td><strong>Budget</strong></td>
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<td></td>
<td>CSB in budget – subject to unforeseen/emergency works.</td>
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<td></td>
<td><strong>Landscaping and maintenance - Ecological &amp; wildlife</strong></td>
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<td></td>
<td>The ‘grass path’ around the bottom of the site is not being cut as often as proposed. It also appears that the edges of the path are not being cut on a monthly basis between May to October by Grounds Maintenance (GM). LS to check with GM and ensure maintenance regime is implemented.</td>
</tr>
<tr>
<td></td>
<td>Path and thistles need to be controlled on the mound on a regular basis during the growth season.</td>
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<td></td>
<td><strong>Rabbit control</strong></td>
</tr>
<tr>
<td></td>
<td>Still a problem as some on going damage to the path – now some impact to the</td>
</tr>
</tbody>
</table>
trees. AO said tree guards will be left on for a while and any damage will have to be monitored.

**Future project: Bee bank** for invertebrates and solitary bees. Jo from CC has designed and costed scheme, which results in a fairly large low level bank in the shape of a slowworm. The Group welcomed and approved the scheme which will now be implemented in Spring 2018 when weather conditions will be easier to work in.

**Country care /volunteer activities Since 11th April 2017**

**Volunteer tasks**  
22nd June  
Painted benches, furniture, interpretation boards. Freed up hedge on the west edge and mulched, cleared a path through overgrown tree/rose area in west to make it more accessible, cut goat’s rue, removed matting at henge. Mulch was delivery beforehand.

**Staff** patrolling, occasional strim and rake plus some areas between the trees. Have removed some tree guards but will monitor due to potential rabbit damage.

**Grass cutting 2017.**  
1. Early selective to remove Bristly Oxtongue in June;  
2. Emergency Bristly Oxtongue cut in early August;  
3. Full cut, or just of the remaining areas, due late August/early September.

**Goat’s Rue** vigorous spraying and strimming carried out by two CC officers. On going problem by evasive Goats Rue. AO would like quote for contractors to treat in 2018. LS to seek quotes.

**Surveys:**  
**Reptile** – migrating from original home. Mats have been spread along southern edge and slowworms have been found quite far from the hibernaculum.

**Butterfly** – transect ongoing for this year. Good population. 80-90 individuals on a good weather day. Approx 25 different species.

**Bio-blitz early July:**  
64 species grass and flower in west half of site.  
45 species of moth. Emperor hawk moth.  
Three bat species: pip, sop pip, noctule.

**Events:**  

9 August - Wildlife of Bobbingworth. 11-1pm. For 4-11 yr. olds. Wildlife spotting, tracks and signs, wildlife inspired games, arts and crafts, Learn how to make gardens more wildlife friendly. £3.

12 September – Scouts. Visited site with 20 boys.

AOB  
WBH asked how the profile of the site was being raised. CT said he has approached Essex Wildlife with no success. He has been unable to pursue with individual publishers but will try to follow this up. Articles in the District Line and Local papers are to be considered.
AO requested permission from the Group to make an application to Natural England in order to get the site ‘designated’ as a ‘Nature Reserve’. WBH asked some questions about this - the main benefit is that it would give the site protection, there would be a statutory obligation to maintain and it would raise publicity. The Group agreed for AO to pursue.

Brambles at the top end need cutting / watercourse also needs attention. LS to get quotes and ensure carried out.

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6. **Date and place of next meeting**

Update due March/April 2018
TBC – but around September 2018 – on site.

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