



## ***Overview and Scrutiny Committee Tuesday, 25th February, 2014***

You are invited to attend the next meeting of **Overview and Scrutiny Committee**, which will be held at:

**Council Chamber, Civic Offices, High Street, Epping  
on Tuesday, 25th February, 2014  
at 7.30 pm .**

**Glen Chipp  
Chief Executive**

**Democratic Services  
Officer:**

Simon Hill, Senior Democratic Services Officer, The Office of  
the Chief Executive  
email:democraticservices@eppingforestdc.gov.uk Tel: 01992  
564249

**Members:**

Councillors R Morgan (Chairman), K Angold-Stephens (Vice-Chairman), G Chambers,  
K Chana, T Church, L Girling, D Jacobs, Ms H Kane, P Keska, A Lion, A Mitchell MBE,  
S Murray, J Philip, B Rolfe and D Wixley

**PLEASE NOTE THAT THERE WILL BE A SHORT PRE-MEETING FOR ALL MEMBERS  
OF THE COMMITTEE STARTING AT 7PM IN THE CONFERENCE ROOM SO THAT  
THEY CAN DISCUSS THEIR LINE OF QUESTIONING FOR THE PRESENTATION.**

**AS ALWAYS THIS COMMITTEE MEETING IS OPEN TO ALL MEMBERS.**

### **WEBCASTING NOTICE**

Please note: this meeting may be filmed for live or subsequent broadcast via the Council's internet site - at the start of the meeting the Chairman will confirm if all or part of the meeting is being filmed.

You should be aware that the Council is a Data Controller under the Data Protection Act. Data collected during this webcast will be retained in accordance with the Council's published policy and copies made available to those who request it..

Therefore by entering the Chamber and using the lower public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings for web casting and/or training purposes. If members of the public do not wish to have their image captured they should sit in the upper

**council chamber public gallery area**

**If you have any queries regarding this, please contact the Senior Democratic Services Officer on 01992 564249.**

## **1. WEBCASTING INTRODUCTION**

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

2. The Chairman will read the following announcement:

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

By entering the chamber’s lower seating area you consenting to becoming part of the webcast.

If you wish to avoid being filmed you should move to the public gallery or speak to the webcasting officer”

## **2. APOLOGIES FOR ABSENCE**

## **3. SUBSTITUTE MEMBERS**

(Assistant to the Chief Executive). To report the appointment of any substitute members for the meeting.

## **4. MINUTES (Pages 5 - 14)**

### **Decisions required:**

To confirm the minutes of the meetings of the Committee held on 28 January 2014.

## **5. DECLARATIONS OF INTEREST**

(Assistant to the Chief Executive). To declare interests in any items on the agenda.

In considering whether to declare a personal or a prejudicial interest under the Code of Conduct, Overview & Scrutiny members are asked pay particular attention to paragraph 11 of the Code in addition to the more familiar requirements.

This requires the declaration of a personal and prejudicial 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 11 does not refer to Cabinet decisions or attendance at an OS meeting purely for the purpose of answering questions or providing information on such a matter.

**6. MENTAL HEALTH SERVICES IN THE DISTRICT**

To receive a presentation from officers from the local Mental Health Services of the West Essex Clinical Commissioning Group on local mental health issues.

**7. CORPORATE PLAN KEY OBJECTIVES 2013/14 (Pages 15 - 36)**

(Deputy Chief Executive) To consider the attached report.

**8. OVERVIEW AND SCRUTINY PANEL STRUCTURE AND FUTURE PROGRAMME (Pages 37 - 60)**

(Office of the Chief Executive) To consider the attached report.

**9. WORK PROGRAMME MONITORING (Pages 61 - 76)**

**(a) To consider the updated work programme**

The current Overview and Scrutiny work programme is attached for information.

**(b) Reserve Programme**

A reserve list of scrutiny topics is required to ensure that the work flow of OSC is continuous.

OSC will 'pull out' items from the list and allocate them accordingly once space becomes available in the work plan following the completion of existing reviews.

Members can put forward any further suggestions for inclusion in the reserve list either during the meeting or at a later date.

Existing review items will be dealt with first, then time will be allocated to the items contained in the reserve work plan.

**10. EXCLUSION OF PUBLIC AND PRESS**

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

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

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

hours prior to the meeting.

**Confidential Items Commencement:** Paragraph 9 of the Council Procedure Rules contained in the Constitution require:

- (1) All business of the Council requiring to be transacted in the presence of the press and public to be completed by 10.00 p.m. at the latest.
- (2) At the time appointed under (1) above, the Chairman shall permit the completion of debate on any item still under consideration, and at his or her discretion, any other remaining business whereupon the Council shall proceed to exclude the public and press.
- (3) Any public business remaining to be dealt with shall be deferred until after the completion of the private part of the meeting, including items submitted for report rather than decision.

**Background Papers:** Paragraph 8 of the Access to Information Procedure Rules of the Constitution define background papers as being documents relating to the subject matter of the report which in the Proper Officer's opinion:

- (a) disclose any facts or matters on which the report or an important part of the report is based; and
- (b) have been relied on to a material extent in preparing the report and does not include published works or those which disclose exempt or confidential information (as defined in Rule 10) and in respect of executive reports, the advice of any political advisor.

Inspection of background papers may be arranged by contacting the officer responsible for the item.

## EPHING FOREST DISTRICT COUNCIL OVERVIEW AND SCRUTINY MINUTES

<b>Committee:</b>	Overview and Scrutiny Committee	<b>Date:</b>	Tuesday, 28 January 2014
<b>Place:</b>	Council Chamber, Civic Offices, High Street, Epping	<b>Time:</b>	7.30 - 10.03 pm
<b>Members Present:</b>	Councillors R Morgan (Chairman, Overview and Scrutiny Committee) (Chairman) K Angold-Stephens (Vice-Chairman) G Chambers, K Chana, L Girling, D Jacobs, Ms H Kane, P Keska, A Lion, S Murray, J Philip, Ms G Shiell, Mrs P Smith and D Wixley		
<b>Other Councillors:</b>	Councillors Mrs A Grigg, Ms J Hart, P Spencer, D Stallan, Ms S Stavrou, G Waller, Mrs E Webster, C Whitbread, Mrs J H Whitehouse and J Wyatt		
<b>Apologies:</b>	Councillors T Church, A Mitchell MBE and B Rolfe		
<b>Officers Present:</b>	D Macnab (Deputy Chief Executive), I Willett (Assistant to the Chief Executive), J Gilbert (Director of Environment and Street Scene), T Carne (Public Relations and Marketing Officer), A Hendry (Democratic Services Officer) and M Jenkins (Democratic Services Assistant)		
<b>By Invitation:</b>	N Bishop (Essex Probation Service) and A Saward (Essex Probation Service)		

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### 58. WEBCASTING INTRODUCTION

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

### 59. SUBSTITUTE MEMBERS

It was noted that Councillor G Shiell was substituting for Councillor A Mitchell and that Councillor P Smith was substituting for Councillor B Rolfe.

### 60. MINUTES

#### RESOLVED:

That the minutes of the meeting held on 26 November 2013 be signed by the Chairman as a correct record.

### 61. DECLARATIONS OF INTEREST

Councillor G Chambers declared a non pecuniary interest in the following item of the agenda, by virtue of being employed by Barts Health NHS Trust. He advised that he would remain in the meeting for the duration of the item:

- Item 11 - possible presentation by Whipps Cross Hospital

## 62. PRESENTATION FROM THE PROBATION SERVICE

The meeting welcomed two officers from the Harlow office of the Essex Probation Service, Neeve Bishop and Adrian Seward. They were there to inform the members of the type of work that the probation service carried out. In order to do this they showed a film showing the journey of an offender through the probation system. It showed that probation was not an easy option to a custodial sentence. It showed the way they interacted with other agencies specialising in the reduction of the use of alcohol or who worked with people with anger issues.

The meeting noted that:

- the average age of an offender referred to the probation service was 36, not the typical teenager that most of the public would imagine;
- any reports on an offender was compiled by the probation officers in conjunction with any other agency that was involved with that person;
- offenders can be given between 40 to 300 hours community service which was now called Community Payback;
- the aims of Community Payback were twofold. As well as being a means to punish offenders it also literally forces an offender to pay the community back;
- offenders had to attend regular appointed interview and/or support sessions, if they missed any one they had to provide reasons as soon as they could; and
- a lot of this was also centred around the aspiration of what was termed ETE, Education, Training and Employment, essential for the rehabilitation of an offender.

Councillor Murray asked how they measured success; what were the criteria they used; what percentage was successful and why was the Government privatising this service. He was told that they were involved in a case from the start to the end of an order and also looked at the reoffending rates; they had about an 86% success rate. They could not say why the Government was privatising the probation service.

Councillor Janet Whitehouse asked where did the probation staff come from. She was told that their officers came from a variety of former occupations such as social workers, musicians, bouncers etc.

Councillor Spencer noted that a lot of problems started at an early age; he would like to know what if anything they did at schools. He was told that this was the remit of the Youth Offenders Services, a separate body from the Probation people, but they did work with these child orientated agencies.

Councillor Murray noted as a teacher that there was a lot of specific work being carried out with pupils trying to identify possible future offenders and to work with them.

Councillor Jennie Hart asked what the percentage of reoffending was. She was told that they did not have those figures to hand but would provide them at a later date.

Ms Bishop and Mr Seward then tackled the questions sent in by Councillor Ken Angold-Stephens:

- Q.** How many offenders are on CSO's in the District at present?  
**A.** There are presently 350 in custody or in community service.

- Q.** Do they have a timescale to complete their CSO by?
- A.** I took this to mean a Community Punishment Order. Any hours given by a court are expected to be worked in a 12 month period. Anyone unemployed was expected to work a minimum of 4 days a week, working 7 hours a day and up to 28 hours a week.
- Q.** Are there enough projects/jobs they can do for them all to be able to complete them?
- A.** We are always looking for more. If you have any suggestion or ideas please go on to our probation website and follow the links; or you can contact our office directly.
- Q.** What if they are unable to complete their sentence because of lack of suitable work within an acceptable timescale?
- A.** This does not happen.
- Q.** What are your criteria for selecting suitable jobs, including health and safety considerations?
- A.** When looking at projects we take into account they are with non-profit making organisations or registered charities etc. We do not do work that could potentially be paid; we would not want to take away employment from an individual. As for Health and Safety, we do a risk assessment for each project and a six monthly review. We do not take on hazardous work or work at heights. We also tend to work in groups of 8 doing a whole days work.
- Q.** Do you have enough staff to supervise them or is this left to on-site managers of whatever project they are working on?
- A.** Yes. We ask that the beneficiary comes in at the beginning and at the end of the day and provide some supervision during the day. Only if they are on individual placements, such as a charity shop, then that would be the responsibility of the manager. We could not have someone with them all day, although we do check up on occasion. We also get feedback on each day's performance.
- Q.** How time-consuming is it for your team to plan and arrange appropriate work?
- A.** It's not time consuming, it's our job.
- Q.** Do any fail to complete their CSO and what happens then?
- A.** This depends if they are on a Community Order or a Suspended Sentence order. A Community Order would normally go back to court once or twice before a custodial sentence was potentially given.
- Q.** Do you think CSO's are beneficial to the offender and are there any statistics that indicate re-offending rates?
- A.** I have requested figures on this and will send it on to you. In Essex in 2012 the total group hours worked was 140,457, with individual placements totalling 87,449 – taking the average of the minimum wage that would be about £1.6 million reinvested into the community last year.

Councillor Whitehouse asked that when they spoke about Epping what did they mean. Ms Bishop said that they meant Epping Forest District.

Councillor Waller said that they had showed an encouraging, realistic film. He noted that there was a change in prospect for the probation service. Would they be transferred across to the new privatised service? Mr Saward said that this was currently being decided. 35% would go to the National Probation Service and 65% to the private organisation. Ms Bishop commented that the national Probation Service was for high risk offenders. Essex staff have already been sifted into each organisation and you should not see any difference in the service provided initially.

Councillor Morgan asked what would happen when the court in Harlow closed. He was told that it would move to Chelmsford for two or three years. There should be no change to the Harlow premises.

Councillor Stavrou had noted that probation was good for low risk offenders and petty crime. But she was concerned about the release of high risk offenders. It seemed to her that they could have had the appropriate courses while they were still in prison and not wait until they were out on probation. Ms Bishop said it showed the many restrictive conditions put in when that man was released. The Probation Service had no choice about when he was released.

Councillor Webster agreed with Councillor Stavrou concerns but added that the Probation Service did an excellent job.

The Chairman thanked Ms Bishop and Mr Saward for their presentation and answering the questions of the members, commenting that the Probation Service did an excellent job.

### **63. CABINET REVIEW**

The Committee then considered the Cabinet Agenda for their meeting to be held on 3 February 2014. Councillor Chambers commented, that under agenda item 12, Establishment of an Economic Development Strategy, where it talked of funds for health centres. He wanted to register that he was in favour of this.

Councillor Philip wanted to say that the Constitution and Member Services Standing Panel fully endorsed the continuation of the consultation as outlined in agenda item 14, the Review of Licensing – Staffing and Budget report. He also endorsed item 16, the Historical Planning Records Microfiche Project. He noted that it was expensive but we had to do it now or lose access to the microfiche files.

He then went on to endorse item 22, the part two report on the Wide Area Network Contract Renewal, saying that the proposed route was the correct way to go.

Councillor Murray commented in relation to agenda item 20 – Council Budget 2014/15, recommendation 3(b). He wished it noted that he was in support of it.

### **64. REVIEW OF OFFICER DELEGATION**

The Chairman of the Constitution and Member Services Standing Panel, Councillor Philip introduced the report on Officer delegation. These now required amendment to reflect the new Directorate structure approved by the Council on 17 December 2013.

The new structure altered the number of Directors and re-allocated functions across the new Directorates and that this resulted in existing delegated authorities being exercised by different post holders. However, the scope of the delegation was largely unaltered although an opportunity had been taken to update electoral matters as



some recent changes, including referendums, were not covered.

Attention was drawn to three positions, set out in recommendation (3) of the report, which could not be finalized at present pending the outcome of ring-fenced interviews to an Assistant Director position as part of implementation of the new structure. It was recommended that once an appointment to the position concerned had been made, the decisions of the Chief Executive and the Director of Governance on allocation of these roles be added to the schedule.

As always, those delegated authorities must be approved by either the Leader of the Council (Executive functions) or the Council (Council functions) before being published in the Constitution.

The Committee agreed the recommendations of the report.

**RESOLVED:**

- (1) That the proposed alterations to the schedules of officer delegation reflecting the new Directorate structure be approved with effect from 1 April 2014;
- (2) That the revised schedules be recommended to the Council or Leader of the Council (as appropriate) prior to publication in the Council's constitution; and
- (3) Noted that the delegated authorities in respect of Deputy Monitoring Officer, Deputy Electoral Registration Officer and Deputy RIPA Officer could not be finalized at present due to pending appointments required under the implementation of the new Directorate structure; but that once an appointment had been made, the decisions of the Director of Governance and the Chief Executive be added to the schedule.

**65. ANNUAL REVIEW OF CONTRACT STANDING ORDERS AND FINANCIAL REGULATIONS**

The Chairman of the Constitution and Member Services Standing Panel, Councillor Philip introduced the report on the annual review of Contract Standing Orders. The report dealt with the annual review of CSOs and Financial Regulations which included controls on contract procedures and provided for financial governance.

He advised the Committee that there had been a recent review by Internal Audit and this had resulted in the proposals set out in the report. He emphasize that the suggested changes to CSOs were points of detail rather than major alterations, being designed to reinforce existing requirements.

The Committee noted the emphasis in CSO 35 on the need to seek at least one local tender if possible. Councillor Philip also drew the Committee's attention to a typographical error in paragraph 5, it should have said £25,000 and not just £25.

It was noted that the recommended changes required the approval of the Council prior to publication in the Council's Constitution and in addition some clerical amendments to CSO's and Financial Regulations were required to reflect the recent approval of the new Directorate structure. The Panel recommended that these be

made by the Assistant to the Chief Executive when the approved revision was published.

**RESOLVED:**

- (1) That the proposed changes to CSOs as listed below, be approved as set out in the report and recommended to the Council for adoption and publication in the Council's constitution:
  - (a) CSO 35 (Local Businesses);
  - (b) CSO16 (Tender opening)
  - (c) CSO 19 (Acceptance of Quotations); and
  - (d) CSO 12 (Contract Extensions)
- (2) That any further alterations to CSO's and Financial Regulations to reflect changes arising from the recent Directorate restructuring be delegated to the Assistant to the Chief Executive for incorporation in the final version before publication.

**66. VICE CHAIRMAN OF COUNCIL - APPOINTMENT REVIEW**

Councillor Philip introduced the report that went to the Constitution and Member Services Standing Panel on the review and process of the nomination and appointment of the Vice-Chairman of Council. The review had been ongoing since May 2013, and included considering information regarding how other Local Authorities arrange their appointment process and the operation of the Point System used previously by this Council.

On consideration of the points system the Panel thought that this system had the effect of taking the control of the appointment process out of the hands of the members and secondly meant that no independent members would ever have been made the Chairman as it was based on group strengths. They therefore did not recommend its reintroduction.

They eventually made four recommendations that in summary were:

1. A nomination needed the support of a quarter of the council;
2. It was important that non-affiliated members had a role in this process as currently they did not;
3. That the Full Council had the final decision; and
4. That nominations and seconding of nominations were acceptable as an email.

Councillor Murray thanked the Panel for this piece of work. He agreed with the bulk of the report but did have one concern. In Paragraph 8 it mentioned cross party support, but this did not square with paragraph 9(i) that the nomination should have the support of at least 15 members of the council. In practice this would put the nomination in the hands of one political group. He would like to add an amendment to say an amendment should have the support of at least two political groups, to offer some protection to the smaller parties.

Councillor Philip replied that his Panel did look at the group situation, at present there were only three groups in the council. To require having the support of two groups could discriminate against the third group. There was nothing to stop groups getting together and putting in a joint nomination. He believed that support of a quarter of the council was sufficient protection.

Councillor Jacobs said there were arguments on both sides. A quarter or a third of the council were both reasonable figures; but any proposals could be overwritten by a large majority.

Councillor Angold-Stephens noted that the appointments for Vice-Chairman had always been operated in a fair way, on a non-party political basis. Although, so saying, he would not want to go back to the points system. He had concerns about the 15 members figure; it was not fair to the smaller parties who might get enough support if it went straight to a full Council vote. Going beyond 12, potentially favoured the largest party. Also there were no criteria suggested for the selection of a Vice-Chairman. We should laydown some guideline such as having someone who was respected by all members and had some experience of the Chairmanship of Committees. There was a sort of job description in the Constitution that covered a lot of these points. Was this considered by the Panel? If not, he suggested that it went back to be reconsidered.

Councillor Philip welcomed Councillor Jacobs's statement and agreed with Councillor Angold-Stephens that it was difficult to do this sensibly. There needed to be a balanced approach to this. He agreed with the need for a 'job description' but the members of the Appoints Panel should know this criteria. This was all in the consultation.

Councillor Stellan commented that they did look at a number of options. His understanding of the old system was that non-affiliated members did not stand a chance to be chosen. With this system non-affiliated members had the same weight as a member of a leading political group. The issue was 12 or 15 members. You could have 15 other people sign another nomination form, there was nothing to stop two nominations going forward to full council, despite what the Appointment Panel may think. This appointment was the sole prerogative of the Annual Council meeting.

Councillor Janet Whitehouse noted that one third of the council goes up for election three years out of four and this can mean that some members are not available to sign the nomination papers or that newly elected councillors are asked to sign a form for someone they were not familiar with. Councillor Angold-Stephens had said that that the atmosphere in this council had always been very fair. This system would not favour the smaller parties and she would support the proposal to have two parties sign the nomination paper.

Councillor Philip replied that one third standing down each year was no different to the current situation. We just need 15 to sign who are all councillors at the appropriate time. The same would apply for new councillors voting at the Annual Council meeting for the appointment of a Vice-Chairman. No one has said that this is not a fair proposal. Councillor Stellan also disagreed with Councillor Whitehouse, also citing that newly elected councillors can vote at Annual Council, the same as at present.

The report having been well debated and voted on was agreed.

**RESOLVED:**

That a report be made to Council recommending the adoption of a new amended article 5 to the Constitution on the proposed changes to the process for the appointment of the Vice Chairman of Council.

**67. WORK PROGRAMME MONITORING**

(a) **The Committee reviewed the Overview and Scrutiny Work Programme.**

**Overview and Scrutiny Committee**

The Deputy Chief Executive, Derek Macnab took the Committee through its current work programme noting that item 6 on their programme, the review of Epping Forest College, would be programmed into the April meeting of the Committee.

The item on the review of Mental Health Services in the district, item 11 of the programme, should be going to their February meeting.

**Housing Scrutiny Standing Panel**

The Vice Chairman of the Housing Panel, Councillor Shiell reported on their last meeting as she had chaired that in the absence of the Chairman, Councillor Murray, who was receiving a Lifetime Teaching Award at the first Essex Teaching Awards.

She noted that they had considered the proposed housing improvements and service enhancements for next year, also the review of parking enforcement measures on housing estates. The meeting noted that one of the enhancements they recommended on the housing improvements was the extension of the Housing Revenue Account funding for the Mow and Grow Scheme, operated by Voluntary Action Epping Forest for older and disabled council tenants.

With regard to the review of parking enforcement measures on housing estates, this was a matter referred to the Scrutiny Panel by this Committee following a request from Councillor Helen Kane who was concerned about the damage to grassed areas on residential estates, due to unauthorised parking by residents.

The Panel were reminded by officers of the Council's current policy which had been adopted following extensive reviews by the Housing Scrutiny Panel over three meetings between March 2008 and March 2009 and which was had been reviewed again – and confirmed again - in January 2011.

After a long discussion at their meeting, at which Councillor Kane had an opportunity to express and discuss her concerns, the Panel agreed that the current approach of undertaking enforcement measures on a “managed” basis should continue. However, they asked officers to provide all Members with information about the policy and actions that can be taken to respond to unauthorised parking in appropriate circumstances.

A query was raised by Councillor Philip about a Panel's report going directly to the Cabinet without coming first to this Committee. This would be considered at the next OSAPG meeting.

**Constitution and Members Service Standing Panel**

Councillor Philip noted that their reports were at this meeting for the Committee's consideration. He also noted that at a future meeting they would be looking at polling stations.

### **Safer Cleaner Greener Standing Panel**

Noted that at their last meeting Mr Durrani took the Panel through the workings and responsibilities of the North Essex Parking Partnership.

Councillor Smith, a member of the Panel noted that there was a degree of frustration in receiving the minutes of the authorities that they were supposed to monitor as they were inevitably late, sometime by months. This led to just a noting exercise.

Councillor Murray noted that he was still waiting for an answer about Highways money to be spent in Epping Forest, but was transferred to another area. He wanted assurance that this was being pursued. Mr Macnab noted that Councillor Knapman had addressed this point at a council meeting. We had not given this money away and would get it back next year when we will have officers to do this work. Councillor Chana, who was on the Highways Panel, confirmed that the funding had been moved for this year but we had not lost it.

Councillor Girling was unclear what was happening to Section 106 money at Highways meetings. Mr Macnab noted that Section 106 money was for specific developments and this gave us some transparency on where the money was spent.

Councillor Jacobs asked if we had the resources to fulfil the highway jobs. Mr Macnab said that the priorities were set by the Highways Panel. The lack of capacity at ECC of highways engineers seemed to be where the holdup was.

Councillor Chambers noted that the Panel's review of leisure management was on their work programme but was not in their terms of reference.

### **Planning Services Standing Panel**

Councillor Wyatt, the Chairman of the Panel noted that they had cancelled their last scheduled meeting.

### **Finance and Performance Management Standing Panel**

The Chairman of the Panel Councillor Lion noted that they had attended the January meeting of the Finance Cabinet Committee to discuss the proposed budget. He also noted that the members email system would be going to trial.

#### **(b) Whipps Cross Hospital**

The Committee noted the offer from the head of stakeholder relations and engagement at Barts. Hospital NHS Trust to send representatives to our meeting following the recent CQC report on Whipps Cross Hospital. There was also the proposal to link this with the item on the work programme to look at the Mental Health Services in the district.

Councillor Murray noted that the immediate issue with Barts had now passed and that most of the districts problems were with the Mental Health Services. He would not want them to come to the same meeting. It was more important to have them on their own and the Barts Hospital people at some other time. He formally proposed that the Committee have the Mental Health Services here in February and the Barts presentation some time in the new year. This was agreed by the Committee.

**RESOLVED:**

- (1) That, if possible, to have a presentation from the local Mental Health Services come to the February meeting and the Barts Hospital NHS trust to come in the new year'
- (2) If this proved to be impractical to get the Mental Health Services here at such short notice, then to try for the Barts presentation.

**(c) Future Scrutiny Programme and Panels**

The Committee agreed to receive a report at their next meeting to discuss the proposals for Scrutiny Panels and the new work programmes for 2014/15.

**CHAIRMAN**

## **Report to Overview and Scrutiny Committee**

**Date of meeting: 25 February 2014**



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

**Subject:** Corporate Plan Key Objectives 2013/14 – Quarter 3 Progress

**Responsible Officer:** S. Tautz (01992 564180)

**Democratic Services Officer:** A. Hendry (01992 564246)

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

**That the Committee review nine-month progress in relation to the achievement of the Council's key objectives for 2013/14.**

### **Executive Summary:**

1. The Corporate Plan is the Council's key strategic planning document, setting out its priorities over the four-year period from 2011/12 to 2014/15, with strategic themes reflecting those of the Community Strategy for the district. Updates to the Corporate Plan are published annually, to reflect the key objectives for each year of the plan period and progress against the achievement of objectives for previous years.
2. The annual identification of key objectives provides an opportunity for the Council to focus specific attention on how areas for improvement will be addressed, opportunities exploited and better outcomes delivered over the coming year. The key objectives are intended to provide a clear statement of the Council's overall intentions for each year, containing specific actions and desired outcomes.
3. A range of key objectives for 2013/14 was adopted by the Cabinet in March 2013. Progress in relation to deliverables and actions designed to support the achievement of the key objectives is reviewed by the Cabinet and the Overview and Scrutiny Committee on a quarterly and outturn basis.

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

4. It is important that relevant performance management processes are in place to review progress against the key objectives, to ensure their continued achievability and relevance, and to identify proposals for appropriate corrective action in areas of slippage or under-performance. This report presents nine-month (1 April to 31 December 2013) progress against the key objectives for 2013/14.

### Other Options for Action:

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

### Report:

6. The Corporate Plan for 2011/12 to 2014/15 translates the vision for the district set out by the Community Strategy, into the Council's strategic direction, priorities and the most important outcomes that it wants to achieve. The Corporate Plan helps to prioritise resources to provide quality services and value for money.
7. The key objectives adopted for each year of the Corporate Plan represent the Council's high-level initiatives and over-arching goals for the year. The objectives are not intended to reflect everything that the Council does, but instead focus on national priorities set by the Government and local challenges arising from the social, economic and environmental context of the district.
8. The key objectives for 2013/14 were adopted by the Cabinet at its meeting on 11 March 2013. The achievement of the objectives is supported by a range of individual deliverables and actions, with target dates spread throughout the year (and beyond in some instances). Some of the deliverables can only be achieved incrementally or are dependent upon the completion of other actions, and are intended to be fluid to reflect changes in priorities and other influencing factors.
9. Progress against the key objectives was an area of focus in former corporate inspection processes, in order to assess the Council's success in improving the services that it delivers, and to identify and reflect plans to secure improvement. Whilst such external assessment processes have generally ceased, it remains important to review progress against the key objectives, and to take appropriate corrective action where necessary in areas of slippage or under-performance. Progress towards the achievement of individual deliverables and actions is therefore reviewed on a quarterly basis, in order to ensure the timely identification and implementation of appropriate corrective action. Performance for the first six months of the year was considered by the Cabinet at its meeting on 2 December 2013.
10. A schedule detailing nine-month progress against the fifty-four individual deliverables and actions designed to support the achievement of each of the key objectives, is attached as Appendix 1 to this report. In reporting progress, the following 'status' indicators have been applied to the current quarterly position for each individual deliverable or action:

**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 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 external factors outside the Council's control.

11. At the end of the third quarter of the year, 40 (74%) of the individual deliverables or actions supporting the key objectives had either been completed or achieved, or were anticipated to be completed/achieved by a revised target date or at year-end. Some 8 (15%) deliverables or actions may not be completed or achieved by year-end and a further 6 (11%) are currently on-hold as a result of external circumstances.
12. The Committee is requested to review current progress against the key objectives for 2013/14. This report will also be considered by the Cabinet on 3 March 2014 and any comments or concerns raised by the Committee will be reported to the Cabinet meeting.

#### **Key Objectives 2014/15**

13. Draft key objectives for 2014/15 are currently being developed. The proposed objectives will be considered by the Committee at its next meeting, prior to adoption by the Cabinet on 7 April 2014. Once agreed, the key objectives will be published on the Council's website as a supplement to the current Corporate Plan and quarterly progress will be reviewed by the Cabinet and the Committee throughout the year.

#### **Resource Implications:**

Resource requirements for actions to achieve specific key objectives for 2013/14 will have been identified by the responsible service director/chief officer and reflected in the budget for the year.

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

There are no legal or governance implications arising from the recommendations of this report. Relevant implications arising from actions to achieve specific key objectives for 2013/14 will have been identified by the responsible service director/chief officer.

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

There are no implications arising from the recommendations of this report in respect of the Council's commitment to the Climate Local Agreement, the corporate Safer, Cleaner, Greener initiative, or any crime and disorder issues within the district. Relevant implications arising from actions to achieve specific key objectives for 2013/14 will have been identified by the responsible service director/chief officer.

#### **Consultation Undertaken:**

Progress against actions to achieve specific key objectives for 2013/14 as set out in this report, has been submitted by each responsible service director/chief officer

direct to the 'Ten' performance management system. Current progress in respect of each of the key objectives for 2013/14 has been reviewed by Management Board (5 February 2014) and will be considered by the Cabinet at its next meeting (3 March 2014).

**Background Papers:**

Nine-monthly progress submissions for the key objectives for 2013/14 and relevant supporting documentation held by responsible service directors/chief officers.

**Impact Assessments:**

***Risk Management***

There are no risk management issues arising from the recommendations of this report. Relevant issues arising from actions to achieve specific key objectives for 2013/14 will have been identified by the responsible service director/chief officer.

***Equality:***

There are no equality issues arising from the recommendations of this report. Relevant issues arising from actions to achieve specific key objectives for 2013/14 will have been identified by the responsible service director/chief officer.

**KEY OBJECTIVES 2013/14 – THIRD-QUARTER PROGRESS (1 APRIL – 31 DECEMBER 2013)**

**OBJECTIVE – To proactively promote the policies and reputation of the Council internally and externally**

Action/Deliverable	Lead Officer	Target Date	Status	Progress
(a) - Development of high-level internal and external communications calendar	Deputy Chief Executive	30-Jun-13	Achieved	<p>(Q1 2013/14) Proposed review of the key decision list in Leadership Team through which service directors can provide further updates on major corporate projects over a twelve-month rolling period. Internal communications plan drafted for Leadership Team.</p> <p>(Q2 2013/14) Twelve-month rolling external Corporate Communications Calendar produced for Chief Executive approval and on-going Management Board update.</p> <p>(Q3 2013/14) Achieved. External Communications Calendar considered by Management Board, agreed and issued. Calendar being regularly updated by Public Relations and Marketing Officer.</p>
(b) - Development of a target list of media partners	Deputy Chief Executive	30-Jun-13	Under Control	<p>(Q1 2013/14) Weekly press cutting service with periodic summary reviews produced for Leadership Team, although resource implications likely for 'Contact Us' email responses. Further review of potential electronic monitoring alternatives following upgrade of Newsflash Media Management application, to be investigated in September 2013.</p> <p>(Q2 2013/14) Weekly media cutting service maintained. Newsflash application upgraded, but implementation delayed due to accessibility issues. Further discussion arranged with developer to resolve difficulties.</p> <p>(Q3 2013/14) Upgraded Newsflash application being tested by end of January 2014, for subsequent implementation. New upgrade will be more accessible.</p>
(c) - Development of a Social Networking Strategy and increased use of social media	Deputy Chief Executive	30-Jun-13	Under Control	<p>(Q1 2013/14) Draft strategy produced for consultation pending referral to Website Development Board and Leadership Team for adoption.</p> <p>(Q2 2013/14) Social Networking Strategy approved by Website Development Board. Equality impact assessment undertaken in anticipation of presentation of strategy to Management Board and the Cabinet, together with financial provision.</p> <p>(Q3 2013/2014) Social media monitoring pilot implemented over the Christmas 2013 closure period. Ongoing financial issues to be presented to Management Board in February 2014.</p>



**OBJECTIVE – To engage with communities to put them at the centre of the Council’s policy development and service design**


Action/Deliverable	Lead Officer	Target Date	Status	Progress
(a) - Publication of Engagement Charter	Deputy Chief Executive	30-Nov-13	Achieved	<p>(Q1 2013/14) Consultation activity reported to Finance and Performance Management Scrutiny Panel at June 2013 meeting. Forward plan of engagement agreed.</p> <p>(Q2 2013/14) On-going/completed corporate and service area implementation, including crime and disorder, employee, Healthworks (for Harlow Partnership), Careline, trade waste etc.</p> <p>(Q3 2013/14) Forward plan of engagement on track. Outturn report to be presented to Finance and Performance Management Scrutiny Panel in June 2014.</p>
(b) - Identification of key stakeholders	Deputy Chief Executive	30-Sep-13	Achieved	<p>(Q1 2013/14) Identification underway in liaison with Local Strategic Partnership (LSP).</p> <p>(Q2 2013/14) (Q3 2013/14) Achieved. Key Stakeholders identified in liaison with LSP. The stakeholder list will be used to invite delegates to the annual LSP Conference to be held in February 2014.</p>
(c) Facilitation of new Tenant Scrutiny Panel	Director of Housing	31-May-13	Achieved	<p>(Q1 2013/14) The Tenant Scrutiny Panel has been established and tenant members have received training from an external specialist trainer, in partnership with Uttlesford DC (in order to share costs). The Scrutiny Panel has been meeting on a regular basis and has chosen to review the way the Housing Directorate handles complaints, as the subject of its first annual service review. An informal get-together between all members of the Tenant Scrutiny Panel, Tenants and Leaseholders Federation and all housing managers is planned, in order for tenant representatives to understand which managers are responsible for specific functions.</p> <p>(Q2 2013/14) The informal get-together has taken place. The Scrutiny Panel continues to meet.</p> <p>(Q3 2013/14) Difficulties are currently being experienced achieving a sufficient number of consistent members to attend meetings. The Assistant. Director of Housing (Private Sector and Resources) is taking action to work with the membership to bring the meetings and work programme back on course.</p>

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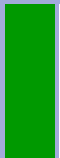
**OBJECTIVE – To review the strategic direction of the Council to ensure a clear and consistent set of priorities to facilitate decision-making in constrained times**

Action/Deliverable	Lead Officer	Target Date	Status	Progress
(a) - Determination of the council's Housing Strategy for 2013-16	Director of Housing	31-Dec-13	Pending	(Q1 2013/14) It was originally planned to produce a new Housing Strategy in 2013. However, for a number of reasons, following consultation with the Chairman of the Housing Scrutiny Panel, the Housing Portfolio has decided, in principle, that the production of the new Housing Strategy should be deferred until such time as the Local Plan Preferred Options has been published for consultation for a further year. The main reasons are that the Council's strategic direction for the Local Plan (i.e. nos. of new homes, locations and affordable housing requirements) is still under consideration, and the Strategic Housing Market Assessment (SHMA) (including the supplementary report on older people's housing) has not been finalised - both of which are important foundations on which the Housing Strategy needs to be based. In the meantime, an interim Housing Strategy Key Action Plan has been formulated for the forthcoming year, which the Housing Portfolio Holder will be asked to formally approve later in July 2013, at the same time as formally confirming the proposed deferral of the production of the Housing Strategy. All members are being advised of this approach, through the Council Bulletin.
				(Q2 2013/14) The Housing Portfolio Holder has formally agreed to the deferral of formulating a new Housing Strategy until the Preferred Options Stage of the Local Plan has been completed. He has also formally approved a new Housing Strategy Key Action Plan for 2013/14. The Housing Scrutiny Panel will consider the twelve-Month progress report on the previous Key Action Plan at its meeting on 22 October 2013.
				(Q3 2013/14) At its meeting on 22 January 2014, the Housing Scrutiny Panel reviewed the six-month progress report for the Housing Strategy Key Action Plan. No further actions with the formulation of the proposed new Housing Strategy are required at present, until the Preferred Options Stage of the Local Plan has been completed.
(b) - Development of council's Economic Development Strategy	Director of Planning and Economic Development	30-Nov-13	Under Control	<p>(Q1 2013/14) A consultant has been assisting in this task.</p> <p>(Q2 2013/14) Ideally, relevant information from the 2011 census should be considered as part of the development of the Economic Development Strategy, which is due for release in early 2014. A report on progress with the strategy will be made to the Cabinet in the third quarter of the year.</p> <p>(Q3 2013/14) The Cabinet will consider a report on 3 February 2014, seeking agreement to ten high-level economic development priorities. Extra resources are being provided to support the economic development activities of the Council and further resources will be sought from partner agencies.</p>

<p>(c) - Development of the council's Waste Strategy</p>	<p>Director of Environment and Street Scene</p>	<p>30-Sep-13</p>		<p>Under Control</p>	<p>(Q1 2013/14) Incorporated within the procurement of the waste services contract. The specification of the final contract will not be fully specified until after later stages of competitive dialogue. It may become necessary to extend the deadline beyond September.</p> <p>(Q2 2013/14) Although the procurement of the waste contract remains on schedule, until such time as specifications are refined through the latter stages of the process, reviewing the existing strategy will not be possible. The status of the strategy review can be reconsidered early in 2014 (i.e. in the Q3 update) when the second stage of competitive dialogue will have been completed and Members will have considered in detail the service changes being offered and the merits of increased performance versus the associated costs. Consideration should perhaps be given to extending the original target to enable the strategy and procurement process to be aligned.</p> <p>(Q3 2013/14) The procurement of the waste contract remains on schedule but decisions around the collection methodology to be employed, following the second round of competitive dialogue, will not be taken by the Cabinet until February 2014.</p>
<p>(d) Development of the council's Leisure Strategy</p>	<p>Director of Environment and Street Scene/Deputy Chief Executive</p>	<p>30-Nov-13</p>		<p>Behind Schedule</p>	<p>(Q1 2013/14) The Leisure and Wellbeing Portfolio Holder has established a Portfolio Holder Advisory Group to progress work on the new Leisure Strategy. Initial research into leisure needs (including building the evidence base of the local plan) is underway and an indicative timetable for the leisure management procurement process has been identified.</p> <p>(Q2 2013/14) The Portfolio Holder Advisory Group has yet to meet, but a scoping exercise is underway through an officer working party lead by the Deputy Chief Executive.</p> <p>(Q3 2013/14) The Portfolio Holder Advisory Group (PAG) has met and agreed its terms of reference and the scope, timescales and strategic themes it would like to develop. The PAG has also received presentations on Community and Cultural Services and is undertaking a tour of the Council's leisure facilities on 7 February 2014. A mapping exercise has been completed and is waiting commissioning of building condition surveys. The revised target date for the completion of the new Leisure Strategy is 31 July 2014.</p>

<p>(e) - Development of the council's Operational Property Strategy</p>	<p>Chief Executive</p>	<p>31-Dec-13</p>		<p>Behind Schedule</p>	<p>(Q1 2013/14) The Operational Property Strategy comprises a number of facets on which work has commenced. The smarter working element of the strategy is intrinsically linked to the ICT Strategy and changes to corporate policy/culture which should help in reducing the space requirement at the Civic Offices. The detail of how much space can be vacated will not be known until the smarter working strategy has been formulated. A small group of three Assistant Directors is scoping the methodology for achieving this including gathering evidence from other authorities that have undergone a similar transformation. HR has reviewed the Homeworking Policy that will be submitted to Management Board for discussion shortly.</p> <p>(Q2 2013/14) It is intended that the Council's direction of travel and action plan will be drafted for December 2013 with the intention to adopt the strategy and action plan by April 2014. New telephony and broadband access will be put in place. The development of key sites will have an impact on the strategy in relation to depot requirements and future provision, as will major service contracts. The waste management contract is currently in procurement through competitive dialogue and the outcome of the new contract in terms of future depot provision for the service is not yet known.</p> <p>(Q3 2013/14) Implementation of new telephony and broadband access on track. A locality review has been undertaken including other public sector partners, to discuss respective sites and operational requirements. A more detailed plan will be developed as part of the second phase of the senior management restructure, for completion by 30 September 2014.</p>
<p>(f) - Determination of the council's approach to the 'Green Deal' initiative</p>	<p>Director of Planning and Economic Development</p>	<p>30-Jun-13</p>		<p>Achieved</p>	<p>(Q1 2013/14) In April 2013 the Council agreed to provide information and advice on the Green Deal to local residents and has provided some information on its website.</p> <p>(Q2 2013/14) Take up of the Green Deal has been slow. However, increasing costs of energy emphasises the importance of acting to reduce or lower energy costs.</p> <p>(Q3 2013/14) Take up of the Green Deal remains slow and reflects the national position. The Cabinet is to consider a report on this on 3 February 2014.</p>

**OBJECTIVE – To deliver a robust and resilient Local Plan that facilitates appropriate growth, whilst protecting the special character of the district**

Action/Deliverable	Lead Officer	Target Date		Status	Progress
<p>(a) - Adoption of Community &amp; Engagement Strategy for Local Plan</p>	<p>Director of Planning and Economic Development</p>	<p>1-Apr-13</p>		<p>Achieved</p>	<p>(Q1 2013/14) Achieved. Engagement strategy agreed by the Cabinet on 23 April 2013.</p> <p>(Q2 2013/14) (Q3 2013/14) The Planning Portfolio Holder provides regular reports to the Cabinet on progress with the preparation of the Local Plan. In the third quarter of the year, the main community engagement activity concerned the masterplanning exercise for North Weald Bassett.</p>

(b) - Publication of Local Plan Preferred Options Consultation	Director of Planning and Economic Development	31-Oct-13		Under Control	(Q1 2013/14) New timetable to be considered by the Cabinet on 22 July 2013. (Q2 2013/14) New timetable approved by the Cabinet on 29 July 2013. Further information has come to light as the timetable was prepared, which will be revised accordingly. New target date for completion is 30 June 2014. (Q3 2013/14) The Council has been carefully considering evidence on population, which will underlie the determination of its objectively assessed housing need. There is a concern to ensure consistency between different pieces of evidence and a new timetable will be required.
(c) - Publication of Local Plan	Director of Planning and Economic Development	31-Oct-13		Under Control	(Q1 2013/14) New timetable to be considered by the Cabinet on 22 July 2013. (Q2 2013/14) New timetable approved by the Cabinet on 29 July 2013. Further information has come to light as the timetable was prepared, which will be revised accordingly. New target date for completion is 30 June 2014. (Q3 2013/14) The Council has been carefully considering evidence on population, which will underlie the determination of its objectively assessed housing need. There is a concern to ensure consistency between different pieces of evidence and a new timetable will be required.
(d) Compliance with duty to co-operate	Director of Planning and Economic Development	Ongoing		On Track	(Q1 2013/14) Compliance with the Duty to Cooperate is a significant and ongoing effort. (Q2 2013/14) The Council has many neighbouring authorities with whom it has to co-operate. Inaugural and ongoing output focused meetings have been held or are to be held with all neighbouring authorities. (Q3 2013/14) The Duty to Cooperate is being emphasised in recent Inspectors' decisions on Local Plans. Formal comments have been made on several adjoining authorities' planning documents. Progress in discussions with key partners has continued, but has not yet resulted in formal outputs.

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**OBJECTIVE – To promote internal cultural change to break down silo working and implement new, flexible ways of working**

Action/Deliverable	Lead Officer	Target Date	Status	Progress
(a) - Develop overarching Organisational Development Plan	Chief Executive	30-Jun-13	Behind Schedule	(Q1 2013/14) (Q2 2013/14) Achievement of action re-programmed for the fourth quarter of the year, as the original target date (30 June 2013) was considered to be too ambitious. (Q3 2013/14) The agreement of the new senior management structure was postponed from the Council meeting in September 2013, until December 2013, which adversely impacted the completion of this action. An Organisational Development Plan will now be developed as part of the implementation of the second phase of the restructure, by 30 September 2014.






(b) - Review senior management structure	Chief Executive	31-Dec-13	Achieved	<p>(Q1 2013/14) Draft structure discussed with directors, assistant directors, the Cabinet, the Appointments Panel and the trade unions. Formal consultation to start in August 2013 with a paper scheduled for the September 2013 meeting of the Council.</p> <p>(Q2 2013/14) Consultation exercise completed and market testing of comparator salaries undertaken. Request of Directorate Restructuring Panel to consider alternative structures completed. Report to Council scheduled for December 2013 meeting.</p> <p>(Q3 2013/14) Achieved. New senior management structure proposals agreed by the Council on 17 December 2013.</p>
(c) - (i) Undertake staff attitude survey	Director of Corporate Support Services	30-Jun-13	Achieved	<p>(Q1 2013/14) Achieved. Staff attitude survey completed</p> <p>(Q2 2013/14) Analysis of survey results added to the Management Board work programme, for individual reports on Christmas closures (post 2013) and flexitime scheduled for consideration during current year.</p> <p>(Q3 2013/14) Action plans are being developed to address specific issues raised in the survey, as part of the new directorate structure.</p>
(c) - (ii) Publication of organisational values and behaviours and incorporation in to working practices	Chief Executive	30-Jun-13	Achieved	<p>(Q1 2013/14) Values and behaviours drafted and agreed. Soft launch in July 2013 staff briefing. Performance &amp; Development Review (PDR) process redesigned to cover new values and behaviours. Public Relations and Marketing Officer working on follow-up poster/publications.</p> <p>(Q2 2013/14) Pilot PDR process for Directors and Assistant Directors to be launched with effect from 1 April 2014. First draft of posters/publications reviewed, full launch to coincide with implementation of new senior management structure in April 2014.</p> <p>(Q3 2013/14) PDRs already being conducted for Directors and Assistant Directors using Values and Behaviours. Preparations for launch on track.</p>
(d) - (i) Adoption of customer centric approach to service delivery	Chief Executive	Not specified	Behind Schedule	<p>(Q1 2013/14) The Council's approach to service delivery is to be reviewed in the fourth quarter of the year, once the new values and behaviours are embedded.</p> <p>(Q2 2013/14) Review still anticipated to be undertaken during fourth quarter of the year.</p> <p>(Q3 2013/14) A high-level review of options adopted by some peer authorities is to be undertaken in the fourth quarter of the year. Appropriate pilot introduction to be carried out as part of the implementation of the second phase of the senior management restructure, by 30 September 2014.</p>

(d) - (ii) Generation of increased revenue for traded services	Chief Executive	Not specified		Under Control	<p>(Q1 2013/14) Options for increased revenue to be reviewed in the fourth quarter of the year.</p> <p>(Q2 2013/14) Parking charges currently being reviewed, alongside other fees and charges, as part of the preparation of the budget for 2014/15. A separate review looking at revenue opportunities at North Weald Airfield is underway.</p> <p>(Q3 2013/14) Increased parking charges have been agreed in principle and detailed proposals are currently being developed. The approach to other fees and charges will be incorporated into the budget proposals for 2014/15 to be considered by full Council in February 2014. The review looking at revenue opportunities at North Weald Airfield is ongoing.</p>
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(e) - Consider feasibility of a one-stop-shop at the Broadway, Loughton	Director of Housing	30-Jun-13		Pending	<p>(Q1 2013/14) Following informal discussions with the Cabinet, it has been agreed to hold consideration of the feasibility of a one-stop-shop at The Broadway in abeyance until after the senior management restructure has been implemented and the Council's future approach to customer contact has been determined.</p> <p>(Q2 2013/14) (Q3 2013/14) No further action required at this stage.</p>
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<p>Page 26</p> <p>(f) - Provision of a more effective and efficient corporate out-of-hours emergency reporting service</p>	Director of Housing/Director of Corporate Support Services	31-Mar-14		On Track	<p>(Q1 2013/14) Management Board has approved a draft report for consultation with the staff side and individual members of staff affected, proposing that the Council contracts with Mears Ltd from April 2014, as part of the existing Repairs Management Contract, to provide an out of hours call handling service for all emergency calls received out of hours (housing and non-housing), together with a service enhancement for Council tenants enabling them to report and make appointments for all repairs out of hours. The cost of the proposed service would be around £35,000 per annum, representing an ongoing saving of round £70,000 per annum on the current cost of the in-house service. The Cabinet will be considering the proposal, following the staff consultation exercise, in September 2013.</p> <p>(Q2 2013/14) The Cabinet is due to consider the proposed out-of-hours emergency reporting service at its meeting on 21 October 2013, together with an accompanying action plan for mitigating the effects of no longer having standby officers based at the Civic Offices during evenings and weekends.</p> <p>(Q3 2013/14) The Cabinet agreed the proposed service in October 2013. An officer project team has been established to ensure that all required actions are completed to enable the new arrangements to commence from April 2014. All officers responsible for services are currently setting out the action to be taken by Mears for every type of out-of-hours call, and the project team will shortly be visiting Mears' call centre to see the operation. Separately, the external private solicitor appointed to draft the legal documentation has produced the first draft of the required services agreement between the Council and Mears, which is currently with Mears for consideration. One standby officer at risk of redundancy has been successfully re-deployed.</p>
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<p>(g) - Introduction of a new Housing Allocations Scheme</p>	<p>Director of Housing</p>	<p>1-Sep-13</p>		<p>Achieved</p>	<p>(Q1 2013/14) The Cabinet approved a completely new Housing Allocations Scheme in April 2013, effective from 1 September 2013. There is a significant amount of work being undertaken to implement the new scheme, which is expected to remove around 3,500 applicants from the Housing Register and will require all remaining and new applicants to be re-assessed under the provisions of the new scheme.</p> <p>(Q2 2013/14) The new Allocations Scheme was successfully introduced from 1 September 2013. The number of applicants re-registered on the Housing Register as at 1 October 2013 was 1,436, although new registrations continue to be received.</p> <p>(Q3 2013/14) Achieved. No further action required.</p>
<p>(h) - Exploration of appropriate options for smarter working and changes to corporate policy and culture</p>	<p>Director of Finance and ICT /Director of Corporate Support Services</p>	<p>31-Mar-14</p>		<p>On Track</p>	<p>(Q1 2013/14) A draft ICT Strategy has been considered by the Leadership Team and this will be presented to the Finance &amp; Performance Management Scrutiny Panel in September 2013 for initial Member consideration. This strategy includes elements around smarter working and cultural change, but these themes will need to be developed and taken forward in other specific pieces of work on transformation.</p> <p>(Q2 2013/14) The draft ICT Strategy has been considered by the Scrutiny Panel and is going to Cabinet in October 2013 for Member approval. Work to change corporate culture has centred on the development and implementation of the new Values and Behaviours. Initial cross-directorate meetings and soft market research indicate that policy changes which may involve greater home working (e.g. reduced desk-per-head ratio and better use of technology) require a specific transformation programme, external expertise and a clear business case. The Chief Executive is considering how best to progress this.</p> <p>(Q3 2013/14) The Cabinet has approved the ICT Strategy. A DDF budget of £150,000 has been included in the estimates for 2014/15 to assist with the transformation programme. The Chief Executive is considering the projects he wishes to take forward and it is anticipated that the associated business cases will be presented to Members in due course.</p>
<p>(i) - Assessment of grounds maintenance service in conjunction with new waste management contract</p>	<p>Director of Environment and Street Scene</p>	<p>30-Sep-13</p>		<p>Achieved</p>	<p>(Q1 2013/14) Decision made to consider the future of the grounds maintenance service after the first stage of competitive dialogue and the receipt of initial tenders for the new waste management contract.. Cabinet to consider in October 2013.</p> <p>(Q2 2013/14) Recommendation to Cabinet on 21 October 2013 that grounds maintenance be retained in-house and excluded from the remainder of the waste management contract procurement process.</p> <p>(Q3 2013/14) Achieved. The Cabinet has agreed to retain the Grounds Maintenance Service in-house and therefore exclude it from the procurement exercise for the new waste management contract.</p>

<p>(j) - (i) Achievement of the 'Silver' service grade for the Local Land and Property Gazetteer</p>	<p>Director of Environment and Street Scene</p>	<p>30-Apr-13</p>		<p>Behind Schedule</p>	<p>(Q1 2013/14) Good progress is being made but there is a risk of progress being stalled through difficulties with data protection requirements. This is preventing the temporary employment of support from Broxbourne Borough Council to deal with errors in the existing gazetteer database.</p> <p>(Q2 2013/14) Further delays arose through a continuation of the issues set out in the Q1 report above, as well as the need to appoint additional staff in support of the existing Local Land and Property Gazetteer (LLPG) Officer. The support officer from Broxbourne is now in place and progress is being made and consideration is also being given to what other resources could be applied to move the project forward at a greater pace.</p> <p>(Q3 2013/14) Although the original deadline has not been achieved, excellent progress continues to be made on ensuring the accuracy of the LLPG. The achievement of a specific award has been deferred and preference given to ensure the overall robustness of the LLPG and associated mapping systems, which will serve the Council in the longer term. Assuming present progress is maintained, an accurate and usable LLPG will emerge and the 'awards' will automatically follow.</p>
<p>(j) - (ii) Completion of the Gazetteer structure considerations</p>	<p>Director of Environment and Street Scene</p>	<p>30-Sep-13</p>		<p>Achieved</p>	<p>(Q1 2013/14) A cross-functional Project Team is currently considering where a corporate gazetteer function would best fit.</p> <p>(Q2 2013/14) Delays in establishing the mechanisms for updating the Gazetteer have resulted in the completion of this part of the Project Team's work also being delayed. The work of the Project Team continues and its recommendations will be fed into the Chief Executive's final proposals for the forthcoming senior management restructure.</p> <p>(Q3 2013/14) The Project Team has made recommendations to the Chief Executive for consideration as part of the senior management restructure. These were accepted and the proposals were adopted by Council in December 2013 as part of the overall restructure proposals.</p>
<p>(k) - Review of future provision of Careline Service</p>	<p>Director of Housing</p>	<p>31-Mar-14</p>		<p>Pending</p>	<p>(Q1 2013/14) Although Essex County Council (ECC) recommended that a new county-wide telecare contract should be procured from April 2014, it is understood that, following representation from a number of providers (including Epping Forest DC), ECC officers and members are currently considering the most appropriate way forward, having regard to the views expressed by existing providers.</p> <p>(Q2 2013/14) No further information has been received from Essex County Council about its intentions although the County Council is currently undertake a major senior management restructure which may be delaying its consideration of the future of county-wide telecare services.</p> <p>(Q3 2013/14) No further information has been received from Essex County Council in connection with future telecare arrangements.</p>

**OBJECTIVE – To deliver key priorities within budget**

Action/Deliverable	Lead Officer	Target Date	Status	Progress
(a) - Development of revised key indicator set based on key strategies	Chief Executive	31-Mar-14	Achieved	(Q1 2013/14) Revised key performance indicator set adopted for 2013/14 adopted by Finance and Performance Management Cabinet Committee in March 2013. (Q2 2013/14) (Q3 2013/14) Achieved. No update required.
(b) - Delivery of all key outcomes	Chief Executive	31-Mar-14	On Track	(Q1 2013/14) On track to date. (Q2 2013/14) At the end of the second quarter (30 June to 30 September 2013) of the year, 20.3% of the individual actions supporting the Key Objectives for 2013/14 had been achieved. For the same period, 74.3% of the adopted key performance indicators achieved target performance. (Q3 2013/14) At the end of the third quarter of the year, 40 (74%) of the individual deliverables or actions supporting the key objectives had either been completed or achieved, or were anticipated to be completed/achieved by a revised target date or at year-end. Some 8 (15%) deliverables or actions may not be completed or achieved by year-end and a further 6 (11%) are currently on-hold as a result of external circumstances. For the same period, 80% of the adopted key performance indicators had achieved cumulative target performance.
(c) Consumption of resources within budget	Director of Finance and ICT	31-Mar-14	On Track	(Q1 2013/14) There is concern about the levels of income from Development Control and Building Control as these are significantly below their estimated levels at the end of the first quarter. However, overall it is anticipated that the capital and revenue outturns will be contained within budget. (Q2 2013/14) Concern remains about the levels of some of the Council's key income streams as some are significantly below their estimated levels. However, overall it is still anticipated that the capital and revenue outturns will be contained within budget. (Q3 2013/14) The performance of key income streams has improved and the CSB target for the 2014/15 budget has been achieved. It is anticipated that the use of reserves in 2013/14 will be in line with the revised estimates.
(d) - Setting of a consistently low district council tax	Director of Finance and ICT	1-Apr-14	On Track	(Q1 2013/14) The Spending Review announced that further grants will be available for councils choosing to freeze the Council Tax for both 2014/15 and 2015/16. It is anticipated that Members will want to accept this offer and that Council Tax will continue to be frozen. (Q2 2013/14) A member query has arisen on the relative merits of continuing to accept the freeze grant or increasing the Council Tax. A report in response will be considered by the Finance and Performance Management Cabinet Committee and Scrutiny Panel in November 2013. (Q3 2013/14) It is likely that the Council Tax will continue to be frozen for both 2014/15 and 2015/16.

**OBJECTIVE – To prepare for changes arising from the transfer of public health responsibilities**

Action/Deliverable	Lead Officer	Target Date	Status	Progress
(a) - Development of a District Public Health Strategy	Director of Environment and Street Scene	30-Sep-13	Achieved	<p>(Q1 2013/14) The local priorities for Health and Wellbeing have been established. A draft joint strategy for West Essex has been prepared in conjunction with Harlow and Uttlesford district councils, the West Essex Clinical Commissioning Group (CCG) and Essex County Council's Public Health Locality Manager. There has been a delay due to the CCG not having yet established a five-year plan and the first meeting of the West Essex Wellbeing Board being delayed due to the local government elections.</p> <p>(Q2 2013/14) It has become clear that the Council does not need the type of Public Health Strategy that was originally envisaged. A public health strategy has been developed, entitled 'The Epping Forest Health and Wellbeing Strategy' and is itself an offshoot of the Strategy for 'West Essex Health &amp; Wellbeing' which is part of the suite of strategies overseen by the Local Strategic Partnership. Whilst it has been suggested that the Epping Forest Health &amp; Wellbeing Strategy should reference in a little more detail the importance of core environmental health responsibilities and actions, and also those relating to housing, there is no clear need for a dedicated Epping Forest Public Health Strategy document to be developed.</p> <p>(Q3 2013/14) The West Essex Wellbeing Board is due to meet for third time. The Board has received a presentation from the Clinical Commissioning Group and is due to identify joint strategic projects at its meeting on 30 January 2014. The work of Local Strategic Partnership Health Theme Group is ongoing. The 'Healthworks' project in Waltham Abbey has proved successful</p>

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**OBJECTIVE – To maximise the potential of the Council's key development sites**

Action/Deliverable	Lead Officer	Target Date	Status	Progress
(a) - (i) Completion of a development agreement with the owner of the T11 site	Director of Corporate Support Services	31-Dec-13	Under Control	<p>(Q1 2013/14) Meetings with the owners of the T11 site are taking place. Timing is linked to the outcome of the new waste management contract procurement process and expected vacation of the site.</p> <p>(Q2 2013/14) A confidential report on the progress of the development agreement and the outcome of other linked negotiations is to be considered by the Cabinet on 2 December 2013.</p> <p>(Q3 2013/14) Further meetings with the owners of the T11 site and respective professional advisors have taken place. It is anticipated that a draft development agreement will be completed by the end of the financial year.</p>





(a) - (ii) Facilitation of a detailed planning application for the T11 site	Director of Corporate Support Services	31-Dec-13		Under Control	<p>(Q1 2013/14) Meetings with the owners of the T11 site are taking place. Timing is linked to the outcome of the new waste management contract procurement process and expected vacation of the site.</p> <p>(Q2 2013/14) A report agreeing the Council's contribution to the cost of the application has been agreed. The timing of the application is linked to the negotiations referred to above and is being made on behalf of the owners of the T11 site.</p> <p>(Q3 2013/14) The preparation of a detailed planning application remains linked to the negotiations reported in the second quarter of the year.</p>
(a) - (iii) Commencement of development at the T11 site	Director of Corporate Support Services	31-Mar-15		Under Control	<p>(Q1 2013/14) The procurement of the new waste management contract provides for the contractor to be able to remain at the Council's depot at Langston Road, Loughton, or an alternative site, for at least a year.</p> <p>(Q2 2013/14) There remain too many variables to give an exact date for the commencement of development of the site, including when the waste management contractor (once selected), can vacate the site.</p> <p>(Q3 2013/14) Progress remains as reported for the second quarter of the year.</p>
(b) - (i) Consideration of report reviewing the future of North Weald Airfield	Director of Environment and Street Scene	10-Jun-13		Achieved	<p>((Q1 2013/14) Report completed. To be presented to the Cabinet on 22 July 2013.</p> <p>(Q2 2013/14) The report was considered by Cabinet on 22 July 2013, when it was agreed that the mixed use option (Option 3 within the Deloitte report) be taken forward into the local plan 'Preferred Options' consultation.</p> <p>(Q3 2013/14) Achieved. No update required.</p>
(b) - (ii) Incorporation of recommendations for North Weald Airfield into development of Local Plan	Director of Environment and Street Scene/Director of Planning and Economic Development	31-Oct-13		Under Control	<p>(Q1 2013/14) The outcome of the Cabinet consideration on 22 July 2013 will be incorporated within the 'Preferred Options' consultation phase of the Local Plan, scheduled for 2014.</p> <p>(Q2 2013/14) Following the decision of the Cabinet in July 2013, the appointment of consultants to masterplan suitable development of some land at North Weald Airfield (whilst retaining aviation), is underway.</p> <p>(Q3 2013/14) The Cabinet has agreed (2 December 2013) that extra resources can be applied to asset management in addition to the North Weald masterplanning work, which is currently in progress and now anticipated to be completed by a revised target date of 31 March 2014.</p>

(c) - (i) Jointly market the St Johns Road site for sale in part or as a whole	Director of Corporate Support Services	30-Jun-13	Achieved	<p>(Q1 2013/14) Joint marketing with Essex County Council and Epping Town Council is underway with a topographical survey to be undertaken on 15 July 2013 and viewing days on 22 and 24 July 2013.</p> <p>(Q2 2013/14) A successful Expressions of Interest exercise has been completed and a presentation of the results has been made to Epping Town Council and EFDC members. It is intended to formally report the outcome to the Cabinet on 2 December 2013 and to assist the town council as required.</p> <p>(Q3 2013/14) Following a successful Expressions of Interest exercise and a presentation to Town and District Council members, Epping Town Council has appointed Strettons to represent their interests. The three external experts and officers have analysed the bids and are undertaking detailed discussions in order to bring a report to the Cabinet as soon as possible.</p>
(c) - (ii) Relocation of the Housing Repairs Depot by 31 March 2014	Director of Housing/Director of Corporate Support Services	31-Mar-14	Pending	<p>(Q1 2013/14) A schedule of the Council's requirements for a new base for the Housing Repairs service has been assessed and formulated, which has established that a minimum floor area of 1,045 SqM of internal space, plus a further minimum floor area of 1,000 SqM. of external space, would be required. The Council's requirements have been circulated to commercial agents to identify suitable premises.</p> <p>(Q2 2013/14) No relocation site identified yet, awaiting clarification of overall depot requirements for the waste management contract. No risk of impact on operations yet.</p> <p>(Q3 2013/14) No further progress. Although the depot will not be relocated by 31 March 2014, there are no implications at present. Indeed, it is preferable to find the right site, at an appropriate cost, rather than seeking to relocate unnecessarily quickly.</p>
(d) - (i) Determination of a planning application for the nursery site at Pyrles Lane	Director of Corporate Support Services	30-Jun-14	Achieved	<p>(Q1 2013/14) Planning application refused.</p> <p>(Q2 2013/14) (Q3 2013/14) Achieved. No update required.</p>
(d) - (ii) Relocation of the Nursery Service from the Pyrles Lane site	Director of Corporate Support Services	31-Dec-14	On Track	<p>(Q1 2013/14) The future of nursery service awaits clarification of depot requirements within the new waste management contract. It is highly likely that glasshouse provision will not be required.</p> <p>(Q2 2013/14) The Council is in the process of acquiring a neighbouring property with a view to addressing concerns raised by the Area Plans Sub-Committee, in a new planning application.</p> <p>(Q3 2013/14) The Council has acquired the neighbouring property and is consulting with Essex County Council (Highways) with a view to submitting a new planning application.</p>







<p>(e) - Deliver Regeneration Action Plan for council land at The Broadway, Loughton</p>	<p>Director of Corporate Support Services/Director of Housing</p>	<p>30-Sep-14</p>		<p>On Track</p>	<p>(Q1 2013/14) The Broadway Regeneration Action Plan for the land under the control of the Council, was adopted in 2012. Before development can be progressed: (a) the Parish of Loughton needs to decide whether to provide a new church and community hall on EFDC-owned land in The Broadway, enabling replacement housing elsewhere on the Church's land. This involves discussions with the Methodist Church. The Director of Housing has written to the Bishop of Barking (CofE) to discuss the Church's aspirations and intentions, in order to move forward; and (b) the outcome of the proposed re-development of the Sir Winston Churchill PH site, which may or may include some of the Council's land, needs to be determined. Once the way forward is clear, the Council's Preferred Housing Association Partners will submit proposals for the development of the Council's remaining land for affordable housing. With regard to sites not under the Council's control, the proposed developer of the Sir Winston Churchill site is in discussion about a proposed scheme. Following initial discussions with Transport for London about its development proposals around Debden Station, no further contact has been received. Negotiations with the developer are progressing and it is hoped that Heads of Term will be agreed shortly to enable a report to be submitted to the Cabinet in September. Once approved the developer will submit a planning application and the development agreement will be finalised.</p> <p>(Q2 2013/14) The Bishop of Barking's development consultant has advised that the Anglican and Methodist Churches wish to work together on a vision for church provision in Loughton, which may include some church and community provision at The Broadway. A meeting with the development consultant has been arranged to discuss further. A planning application has been submitted in respect of the Sir Winston Churchill site and a confidential report relating to the Torrington Drive/Sainsbury's site is due to be considered by the Cabinet on 2 December 2013.</p> <p>(Q3 2013/14) Following further discussions between the Anglican Parish of Loughton and the Methodist Church (which has a Local Ecumenical Partnership), the Partnership has been unable to agree to the proposal that EFDC land at Burton Road be used to provide a church and community facility, in return for the site of the Methodist-controlled Church at Mannock Drive being developed for affordable housing. At its meeting on 3 February 2014, the Council House Building Cabinet Committee considered development and financial appraisals to develop all the EFDC land to the south of Burton Road to provide a minimum of 31 new affordable rented homes, as Phase 2 of the house building programme. The Committee agreed that development should be sought, but that an attempt should be made to increase the density of the development and that a planning application should be submitted accordingly. Discussions ongoing with Moat Housing for the development of the EFDC land to the north of Vere Road for affordable rented housing, as part of the development of the Sir Winston Churchill site. A progress report on the various development sites at The Broadway will be made to the Asset Management and Economic Development Cabinet Committee in February 2014.</p>
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<p>(f) - (i) Facilitation of a detailed planning application for Oakwood Hill, Loughton</p>	<p>Director of Corporate Support Services</p>	<p>30-Jun-13</p>		<p>Behind Schedule</p>	<p>(Q1 2013/14) An additional geotechnical survey has been completed and a resubmission of the planning application for the site is being prepared for August 2013.</p> <p>(Q2 2013/14) Following further work with interested parties and subject to consultation with the Director of Planning and Economic Development, a resubmission of the planning application is currently scheduled for November 2013.</p> <p>(Q3 2013/14) Consultation is still ongoing to allow a resubmission of the planning application.</p>
<p>(f) - (ii) Procurement of the detailed design and development of Oakwood Hill, Loughton</p>	<p>Director of Corporate Support Services</p>	<p>31-Dec-13</p>		<p>Behind Schedule</p>	<p>(Q1 2013/14) An additional geotechnical survey has been completed and a resubmission of the planning application for the site is being prepared for August 2013.</p> <p>(Q2 2013/14) Further progress with this action awaits the outcome of the revised planning application.</p> <p>(Q3 2013/14) Consultation is still ongoing to allow a resubmission of the planning application.</p>
<p>(f) - (iii) Commencement of development at Oakwood Hill, Loughton</p>	<p>Director of Corporate Support Services</p>	<p>31-Mar-14</p>		<p>Behind schedule</p>	<p>(Q1 2013/14) An additional geotechnical survey has been completed and a resubmission of the planning application for the site is being prepared for August 2013.</p> <p>(Q2 2013/14) Further progress with this action is also dependent on the outcome of the resubmitted planning application.</p> <p>(Q3 2013/14) Further progress with this action is still dependent on the outcome of the resubmitted planning application.</p>
<p>(g) - Commencement of the council's new house building programme</p>	<p>Director of Housing</p>	<p>31-Mar-14</p>		<p>On Track</p>	<p>(Q1 2013/14) East Thames Group has been appointed as the Council's Development Agent for the housebuilding programme and a new Housebuilding Cabinet Committee has been formed. The development and financial appraisals for the developments in the first year of the programme, comprising 25 new rented homes on three sites in Waltham Abbey, were considered by the Cabinet Committee on 10 July 2013 and it was agreed that all three sites should be progressed to the planning application stage. The Cabinet Committee has agreed to utilise East Thames' EU-compliant framework agreements for the procurement of the works contractors, who will be selected through a competitive process from the approved list.</p> <p>(Q2 2013/14) A planning application for one of the proposed developments, at Harveyfields, Waltham Abbey, was submitted at the end of September 2013, and applications for the remainder are due to be submitted in October 2013. If planning permission is granted, it is envisaged that a start on site will take place before the end of the financial year.</p> <p>(Q3 2013/14) Planning permission for the Harveyfields development has been granted. Planning applications for the remaining sites were submitted in October 2013. If planning permission is granted for the remaining sites, they will provide 23 new affordable rented properties for Year 1 of the House Building Programme (2 properties less than originally proposed, due to the withdrawal of 2 proposed houses at Roundhills which need further consideration). The Year 1 package of sites is expected to commence on-site in Spring 2014.</p>

**OBJECTIVE – To prepare and plan for the effects of welfare reforms in an effective and coordinated way**

Action/Deliverable	Lead Officer	Target Date	Status	Progress
(a) - Delivery of the council's Welfare Reform Mitigation Action Plan	Director of Housing	31-Dec-13	Achieved	<p>(Q1 2013/14) Following the formation of an (officer) Project Team the Cabinet adopted a Welfare Reform Mitigation Action Plan in October 2012, which identified 59 separate actions. Progress is regularly monitored by both officers and, on a quarterly basis, the Housing Scrutiny Panel. Nearly two thirds of all the tasks have now either been achieved or nearly achieved, with most of the remaining third of all tasks either not yet being required or are no longer required. At the recent re-accreditation assessment of the Housing Directorate's Customer Service Excellence Award, 'Compliance Plus' accreditation was awarded for the comprehensive and customer-focused approach taken to the welfare reforms mitigation project.</p> <p>(Q2 2013/14) At 1 October 2013, 38 (65%) of the actions had been achieved. Only three tasks that are able to be undertaken now, have not yet been achieved. All remaining takes cannot be undertaken until the Government makes decisions on the timing and procedures for the introduction of Universal Credit.</p> <p>(Q3 2013/14) Quarterly progress reports on the delivery of the action plan continue to be made to the Housing Scrutiny Panel. As at 1 January 2014, a further three tasks have been achieved, resulting in 70% of all the tasks in the action plan being achieved. Furthermore, only one further task that is able to be undertaken now, has not yet been achieved (relating to a longer-term ambition to work with the Council's Preferred Housing Association partners to secure and provide private-rented housing as part of the non-affordable housing provision on new developments or through acquisition from the open market). Although this issue has been raised with the Council's referred partners, due to the long lead-in times for such projects, it will be some time until this task will be able to be achieved. All the remaining actions relate to issues on which the Government still needs to make decisions or issues that it needs to implement, particularly the proposed introduction of Universal Credit and the direct payment of housing benefit to Council tenants. Therefore, there is little more the Council can do in terms of delivering the action plan, until the Government implements these elements. Consequently, both the officer project team and the Housing Scrutiny Panel have agreed not to consider any further progress reports, until such time as preparations need to be made by the Council for the introduction of Universal Credit and direct payments, when quarterly reports will resume.</p>

<p>(b) - Implementation of an updated local scheme of support for council tax</p>	<p>Director of Finance and ICT</p>	<p>31-Dec-13</p>		<p>Achieved</p>	<p>(Q1 2013/14) A report was made to the Cabinet in July 2013 to start the consultation process for the 2014/15 scheme. Joint work on local support for council tax continues across Essex and there are no reasons at this time to suspect that the 2014/15 scheme will not be approved in time.</p> <p>(Q2 2013/14) The consultation has now been completed and it is likely that the scheme for 2014/15 will be very similar to that for 2013/14. A report is being made to the Cabinet on 2 December 2013 to confirm the terms of 2014/15 scheme.</p> <p>(Q3 2013/14) The scheme for 2014/15 was approved by both the Cabinet and Council in December 2013.</p>
<p>(c) - Retention of adequate resources to ensure the threat of fraud is effectively managed</p>	<p>Director of Finance and ICT</p>	<p>31-Dec-13</p>		<p>Under Control</p>	<p>(Q1 2013/14) The Department for Work and Pensions has not yet provided any more information on their road map towards a Single Fraud Investigation Service or their timescale for achieving this objective. As part of the senior management restructure, one of the options being considered is the consolidation of fraud officers into the Internal Audit Unit. This could help in providing a consistent and co-ordinated approach to the threat of fraud.</p> <p>(Q2 2013/14) The Department for Work and Pensions are moving towards a Single Fraud Investigation Service but have not set out the implications for individual authorities and staff. As part of the corporate restructure, one of the options being considered is the consolidation of fraud officers into the Internal Audit Unit. This could help in providing a consistent and co-ordinated approach to the threat of fraud.</p> <p>(Q3 2013/14) The Department for Work and Pensions have still to set out a clear timetable and their further analysis of staff requirements and TUPE implications. The Chief Internal Auditor is producing a report to set out an implementation plan for a Corporate Fraud Team.</p>
<p>(d) Retention of adequate resources to effectively operate council's benefit function</p>	<p>Director of Finance and ICT</p>	<p>31-Dec-13</p>		<p>Pending</p>	<p>(Q1 2013/14) (Q2 2013/14) (Q3 2013/14) Further information is still awaited from the Department for Work and Pensions on a detailed implementation plan for Universal Credit and the future role of local authorities in the benefits system. To date, staff retention has not been a problem and performance on both changes of circumstance and new claims processing have exceeded target at the end of the third quarter of the year.</p>
<p>(e) - Publication of appropriate information in respect of welfare reforms and the implications</p>	<p>Director of Finance and ICT</p>	<p>Not specified</p>		<p>Pending</p>	<p>(Q1 2013/14) (Q2 2013/14) (Q3 2013/14) The Councils benefits and housing services continue to work with partners and provide information and assistance where appropriate. However, as set out above there has been a lack of significant announcement by the Department for Work and Pensions on how welfare reform is to be taken forward.</p>

## **Report to Overview and Scrutiny Committee**

**Date of meeting: 25 February 2014**

**Subject: Overview and Scrutiny Panel Structure and Future Programme**

**Officer contact for further information: Simon Hill Ext 4249**

**Committee Secretary: Adrian Hendry**



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

- (1) To approve proposals for a new Scrutiny Panel structure from June 2014 onwards; and**
- (2) That subject to (1) above:**
  - (i) Four New Scrutiny Panels be established from 1 July 2014 as follows:**  
**Resources;**  
**Governance;**  
**Neighbourhoods; and**  
**Communities**
  - (ii) Directors be asked to develop new Terms of Reference and work Programmes for the Panels for consideration by the Overview and Scrutiny Committee in liaison with Panel Chairmen appointed in July;**
  - (iii) Existing Panels be wound up from 1 July 2014 and remaining items within work programmes reallocated as appropriate to the new Panels or to the Overview and Scrutiny Committee where necessary;.**
  - (iv) A new meeting timetable be reported to the next meeting for approval.**
- (3) To approve the following proposals for the operation of the forward work programme:**
  - (i) Progress against the annual Key Objectives for the Council to continue to be reviewed by the main Overview and Scrutiny Committee on a quarterly basis ;**
  - (ii) Quarterly Key Performance Indicator performance monitoring be delegated to the four new Panels based upon their Directorate split, with requests for further in-depth scrutiny of the performance of any indicator being approved by the main committee;**
  - (iii) That publicity for public requests to the Committee be launched prior to the elections period.**

**Report:**

**Reasons for Proposed Decision:**

The Overview and Scrutiny Agenda Planning Group have requested a review of Panel

arrangements in light of (i) the directorate restructuring; and (ii) the OS Review.

## **Report:**

### **Panel Structure**

1. In December 2013 the Council approved a restructuring of the Council Directorates into four. Officers have reviewed how this change impacts upon the current Panel structure. Appendix 1 shows the current responsibilities of the Panels and changes in the alignment of those panels to the directorates. In addition the Appendix shows a flavour of those services that currently have no tacit scrutiny. The table does show a mixed position with two or three Service Directors reporting to each Panel.

2. The changes to the directorate structure do give the opportunity to look at the balance of the terms of reference of the existing Panels.

3. The following options are available:

(i) Keep the Panel Structure at the current five Panels and appoint new lead officers to each.

(ii) Move towards a commissioning model based upon a work programme.

(iii) A Panel structure could be aligned around the new directorate responsibilities i.e. have four Panels instead of five.

4. A four panel arrangement would have the following advantages:

- It would mean that the duplication of effort caused by Directors reporting to more than one panel on similar issues would be minimised.
- There would be a clear scope to each Panel the members of which would be able to obtain an insight into the wide-ranging work of the Directorate, better equipping them to scrutinise its work.
- It would ensure that all services had a reporting route.
- There would be fewer planned meetings.
- It would give more capacity to OS to pursue Task and Finish reviews arising from the work programme requests (member or public), cross cutting review requests or those involving external organisations.

5. The proposed structure is shown in Appendix 2 together with the suggested scope of the Terms of Reference of Each Panel. Further work would be needed by Lead Officers on the detailed matters which could come back to a future meeting. The Management Board have asked that the Terms of Reference specifically deal with any Panel wishing to deal with Cross-cutting reviews and ensuring that the main committee are kept informed of additional items being requested at Panel meetings. No referral to Council is required as to how Overview and Scrutiny operates its statutory requirements as this is a matter for the Committee to determine.

6. Changing to a four Panel structure would mean:

- There would be one less Panel Chair position and less member places unless the size of the Panel were increased.

- A further review may be needed on the operation of the Governance Scrutiny Panel and its relationship to the Audit and Governance Committee (which will require review anyway as the Government have introduced a new Local Audit Act) and the Standards Committee.

7. In line with the review, routine financial monitoring would be undertaken by the Cabinet Finance and Performance Management Subcommittee. Overview and Scrutiny would therefore concentrate on Scrutiny of more strategic issues, e.g. the Council's Medium Term Financial Strategy, Corporate Reviews of Fees and Charges etc, not quarterly income/expenditure statements. This high level Scrutiny role will be best achieved through the Resources Scrutiny Panel rather than individual Panels.

8. Directors have been consulted and are in support of the proposal. Structural changes are inadvisable mid-year so if members are agreeable to the changes, Lead Officers will be asked to bring together draft programmes in time to implement changes from after the annual meeting.

### **Forward Programme**

9. The review also envisages a more structured way of devising the work programme to include:

- (i) Requests from the public and Councillors

Members have indicated that requests should be made on the PICK form. A draft webpage/news item has been drafted to launch this process to the public in advance of the elections purdah period. Appropriate publicity will be sought for the launch. A item also has been placed in the Council Bulletin seeking items from members for next year. Lead Officers will be responsible for putting together Panel Work Programmes with their respective Chairman.

- (ii) Matters that have arisen as complaints/FOI requests/ petitions

Officers are liaising with the Directors, the complaints and FOI officers to see if any trends are apparent from those received in the last year or so. Trending information is already requested as part of the complaints processes. No trends have been highlighted by Directorates this year.

- (iii) Work not completed from the previous year

Work remaining from work plans will be picked up at the end of the municipal year and carried over for consideration for the programme for 2014-15 if thought still appropriate by members.

- (iv) Cabinet priorities/ forward programme.

Members have asked that the Leader attend the first Overview and Scrutiny meeting of the year to talk to members about the Cabinet's priorities for the year, Key objectives and any work that the cabinet would like Overview and Scrutiny to undertake during the year. These plans are scheduled to come forward via Cabinet at the April 2014 meeting and will be presented to Committee at the first meeting in the new year.

It is also intended that rather than use the Cabinet agenda as a pre-scrutiny tool, the Committee will use the Cabinet Forward Plan/Private Items List as a tool from which to inform scrutiny further in advance. A copy of the current list is attached.

The review envisages appropriate Cabinet members attending Panels to enable them to directly answer questions on their portfolios. Members have also asked for three and six month reviews of recommendations made to Portfolio Holders.

(v) **Key Objectives and Key Performance Indicators**

The recent Overview and Scrutiny Review identified the need for in-depth reviews of Key Performance Indicator (KPI) performance by subject panels. The review envisaged that the Finance and Performance Management Scrutiny Panel would undertake the role of identifying KPI performance that was thought to need more detailed review and then refer this to the appropriate panel. As not all current KPI related to the Terms of Reference of Panels in the existing structure, the Finance and Performance Management Scrutiny Panel was to undertake the review themselves.

This approach will not be necessary in the proposed scrutiny structure aligned with the service directorates. It is now suggested the Cabinet Key Objectives continue to be presented to the main committee quarterly but that quarterly monitoring of KPI performance be done at Panel level, with requests for deeper scrutiny being managed by the Overview and Scrutiny Committee. The current KPI's have been reviewed and the Performance Improvement Manager confirms that each will map to one of the envisaged Panels. If a Panel seeks more in depth work, the Chairman would make the request to add it to their work programme at the main Overview and Scrutiny Committee.

In developing a programme of meetings for the new scrutiny panels, it will be important to ensure the timeliness of KPI performance review each quarter.

**Resource Implications:**

Saving of £2,100 would be realised if there were one less Chair position. Other savings are achievable if less meetings occur during the year.

**Legal and Governance Implications:**

The proposals would address coverage in Scrutiny terms of the new Directorate structure. A review may be necessary to understand how the Governance Panel, the Audit and Governance Committee and the Standards Committee will work alongside each other.

**Safer, Cleaner and Greener Implications:**

None

**Consultation Undertaken:**

Text for consultation...

**Background Papers:** None

**Impact Assessments:**

Risk Management No assessment required

Equality and Diversity:

Did the initial assessment of the proposals contained in this report for relevance to the Council's general equality duties, reveal any potentially adverse equality implications?

No



Where equality implications were identified through the initial assessment process, has a formal Equality Impact Assessment been undertaken? No

What equality implications were identified through the Equality Impact Assessment process? None

How have the equality implications identified through the Equality Impact Assessment been addressed in this report in order to avoid discrimination against any particular group? No

Appendix 1

**Current Structure of Panels**

<b>Panel</b>	<b>Current Responsibilities</b>	<b>Directors reporting under new structure</b>
Constitution and Members Services	Constitution, Civic matters, elections, governance, services for members	Governance Resources (for CSO's) CEO/CIA (elections/Audit)
Finance and Performance Management	KPI's, performance and outturns, public consultation and engagement, draft portfolio holder budgets, budget monitoring, ICT Monitoring, VFM reviews, equality objectives review	Governance Resources + all for KPI's
Housing	Public/Private sector housing policy, Housing strategies, monitoring of ethnicity and actions plans Traveller issues, Repairs management contract monitoring,	Communities Neighbourhoods (Traveller issues)
Planning Services	Planning Performance, Business Processes, Staffing, Forward planning, Local Plan, Planning ICT, Planning budgets	Neighbourhoods Governance Resources
Safer Cleaner Greener	Environmental enforcement Safer Communities activities Waste Partnership Climate change Bobbingworth Nat Res Liaison NEPP liaison PCC/ P and Crime Panel liaison Local Highways Liaison	Neighbourhoods Communities

Not covered tacitly:

Support Services Scrutiny (all)  
 CT and Benefits  
 HR/Health and Safety (some JCC)  
 Procurement Policy  
 Data Protection/FOI  
 Landscape and built heritage (some local plan?)  
 Leisure management contract/Leisure and cultural strategy (PFH A Group)  
 Arts and sports Development  
 Young people (OSC annual review)  
 Health and Wellbeing (some at OSC level)  
 Car Parking  
 Flood alleviation  
 Depot strategy  
 Estates strategy  
 Grants policy

Appendix 2

**Scrutiny Panels 2014/15 Suggested Main Responsibility Areas**

<p><b>Resources:</b></p> <p>Budget/Financial Scrutiny - stages as set out in the agreed Scrutiny Review recommendations.</p> <p>Revenue/Capital Monitoring (outturn)</p> <p>Fees and charges consultation</p> <p>Value for Money review</p> <p>HR related matters (sickness/manpower)</p> <p>ICT Strategy implementation</p> <p>Directorate Specific KPI Performance Monitoring</p> <p>Directorate Specific Scrutiny Proposals</p> <p>Directorate Specific government consultations</p>	<p><b>Governance:</b></p> <p>Equality Scheme and objectives progress monitoring</p> <p>Consultation and Engagement scrutiny</p> <p>Constitutional related matters</p> <p>Elections reviews</p> <p>Governance matters not within remit of Audit and Governance/Standards Committee. (ie Backstop)</p> <p>Directorate Specific KPI Performance Monitoring</p> <p>Further Reviews of KPI's not within remit of other Panels</p> <p>Directorate Specific Scrutiny Proposals</p> <p>Directorate Specific government consultations</p>
<p><b>Neighbourhoods:</b></p> <p>Leisure Strategy/ Leisure Contracts monitoring</p> <p>Local Plan delivery scrutiny</p> <p>Highways Panel liaison</p> <p>LSP liaison</p> <p>Waste Contract scrutiny</p> <p>NEPP liaison</p> <p>Health and Wellbeing liaison</p> <p>Environment related matters (E. Health/environmental issues, climate control and land holdings related)</p> <p>Directorate Specific KPI Performance Monitoring</p> <p>Directorate Specific Scrutiny Proposals</p> <p>Directorate Specific government consultations</p>	<p><b>Communities:</b></p> <p>Housing related Business Plans, Policies and Strategies scrutiny/monitoring</p> <p>Public and private sector housing scrutiny</p> <p>Repairs Management contractor performance monitoring</p> <p>HRA account monitoring</p> <p>PCC liaison/ Police and Crime Panel liaison</p> <p>Designated Crime and Disorder meetings</p> <p>Safer Communities scrutiny</p> <p>Communities and Cultural Services Strategy</p> <p>Directorate Specific KPI Performance Monitoring</p> <p>Directorate Specific Scrutiny Proposals</p> <p>Directorate Specific government consultations</p>

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**Epping Forest  
District Council**

**THE KEY DECISION LIST**

**INCLUDING PROPOSED PRIVATE DECISIONS**

**(3 February 2014)**

## **The Key Decision List including Proposed Private Decisions**

There is a legal requirement for local authorities to publish a notice in respect of each Key Decision that it proposes to make, at least 28 days before that decision is made. There is also a similar requirement to advertise those decisions, whether they are Key Decisions or not, which it is proposed to be made in private with the public and press excluded from the meeting. This Key Decision List, including those decisions proposed to be made in private, constitute that notice. Copies of the Key Decision List are available for inspection at the Council's Civic Offices, as well as on the Council's website in the 'Your Council' section.

Any background paper listed can be obtained by contacting the relevant Officer in the first instance, or failing that the Democratic Services Officer listed below.

### **Key Decisions**

The Council's Constitution defines key decisions as:

- (i) Any decision within budget and policy that involves expenditure/savings of £250,000 or more in the current municipal year;
- (ii) Any decision not within budget and policy that involves expenditure/savings of £100,000 or more in the current municipal year;
- (iii) Any decision that raises new issues of policy;
- (iv) Any decision that increases the Council's financial commitments in future years, over and above existing budgetary approval;
- (v) Any decision that involves the publication of draft or final schemes, which may require either directly, or in relation to objections to, the approval of a Government minister;
- (vi) Any decision that involves the passage of local legislation; and
- (vii) Any decision that affects two or more wards, and has a discernible effect on the quality or quantity of services provided to people living or working in that area.

Borrowing or lending decisions undertaken under delegated authority by the Director for Finance and ICT are not defined as a key decision.

The Council has also agreed the following additional requirements in relation to key decisions:

- (a) Key decisions cannot be made by officers;
- (b) Key decisions not within budget and policy can only be made by the Council;

- (c) Key decisions within budget and policy but involving expenditure/savings in excess of £1million can only be made by the Cabinet and/or Council;
- (d) Key decisions within budget and policy but involving expenditure/savings between £250,000 and £1million can be made by the relevant Portfolio Holder;
- (e) Portfolio Holders can only make key decisions affecting their wards if the decision is based upon a recommendation by a Service Director or as one of a range of options recommended by a Service Director.

### **Private Decisions**

Any decisions that are proposed to be taken in private will be reported as such. The paragraph number quoted relates to Part 1 of Schedule 12A of the Local Government Act 1972, and their definitions are as follows:

- (1) Information relating to any individual.
- (2) Information which is likely to reveal the identity of an individual.
- (3) Information relating to the financial or business affairs of any particular person (including the authority holding that information).
- (4) Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.
- (5) Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
- (6) Information which reveals that the authority proposes:
  - (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
  - (b) to make an order or direction under any enactment.
- (7) Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

### **Contact Officer**

Gary Woodhall  
Democratic Services Officer

Tel: 01992 564470  
Email: gwoodhall@eppinigforestdc.gov.uk

## **Corporate Key Objectives 2013/14**

1. Proactively promote the policies and reputation of the Council internally and externally.
2. Engage with communities to put them at the centre of the Council's policy development and service design.
3. Review the strategic direction of the Council to ensure a clear and consistent set of priorities to facilitate decision-making in constrained times.
4. Deliver a robust and resilient Local Plan that facilitates appropriate growth, whilst protecting the special character of the District.
5. Promote cultural change to breakdown silo working and implement new flexible ways of working.
6. Deliver key priorities within budget.
7. Prepare for changes arising from the transfer of Public Health responsibilities.
8. Maximise the potential of the Council's key development sites.
9. Prepare and plan for the effects of Welfare Reforms in an effective and coordinated way.

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## **Cabinet Membership 2013/14**

Chris Whitbread	Leader of the Council
Syd Stavrou	Deputy Leader and Finance & Technology
Richard Bassett	Planning
Will Breare-Hall	Environment
Anne Grigg	Asset Management & Economic Development
Dave Stallan	Housing
Haluk Ulkun	Support Services
Gary Waller	Safer, Greener & Transport
Elizabeth Webster	Leisure & Wellbeing



**WORK PROGRAMME - 3 FEBRUARY 2014 TO 30 MAY 2014****PORTFOLIO - LEADER**

<b>ITEM</b>	<b>DESCRIPTION</b>	<b>KEY DECISION</b>	<b>DATE OF DECISION</b>	<b>DECISION MAKER</b>	<b>PRIVATE DECISION</b>	<b>REPRESENTATION ARRANGEMENTS</b>	<b>BACKGROUND PAPERS</b>
Members' and Parish Allowances Schemes 2013/14	Reports of the Independent Remuneration Panel following a review of the current schemes	Yes	18 February 2014	Council		Graham Lunnun 01992 564244	
Key Objectives 2014/15	To agree the Council's priorities for 2014/15 and actions to secure their delivery.	Yes	7 April 2014	Cabinet		Stephen Tautz 01992 564180	Management Board reports previously published

**WORK PROGRAMME - 3 FEBRUARY 2014 TO 30 MAY 2014**

**PORTFOLIO - PLANNING**

<b>ITEM</b>	<b>DESCRIPTION</b>	<b>KEY DECISION</b>	<b>DATE OF DECISION</b>	<b>DECISION MAKER</b>	<b>PRIVATE DECISION</b>	<b>REPRESENTATION ARRANGEMENTS</b>	<b>BACKGROUND PAPERS</b>
Neighbourhood Plan for Chigwell	To agree the neighbourhood Area for a proposed Neighbourhood Plan for Chigwell	Yes	3 March 2014	Cabinet		Christopher Butcher 01992 564294	Request from Chigwell Parish Council Consultation Responses
Consultations on Adjoining Authorities' Plans	To respond to recent consultations on the GLA's Draft Further Alterations to the London Plan, & to any adjoining Council consultations	Yes	7 April 2014	Cabinet		Anna Cronin 01992 564119	Draft Further Alterations document & other public documents
Local Plan Draft Plan Consultation	To agree the draft consultation document for public consultation.	Yes	21 July 2014	Cabinet		Amanda Thorn 01992 564543	
Local Plan Submission Plan Consultation	To agree the document for submission to the Planning Inspectorate and for further public consultation.	Yes	1 December 2014  16 December 2014	Cabinet  Council		Amanda Thorn 01992 564543	

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ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Budget 2014/15	The budget setting process for 2014/15, including:	Yes				Bob Palmer 01992 564279	
	1. Financial Issues Paper		19 September 2013	Finance and Performance Management Cabinet Committee			
	2. Fees and Charges		14 November 2013	Finance and Performance Management Cabinet Committee			
	3. Draft Budget Lists		20 January 2014	Finance and Performance Management Cabinet Committee			
	4. Executive Approval		3 February 2014	Cabinet			
5. Final Approval	18 February 2014	Council					
Corporate Risk Update	Quarterly update of the Corporate Risk Register	Yes	14 November 2013	Finance and Performance Management Cabinet Committee		Bob Palmer 01992 564279	None
			3 February 2014	Cabinet			
North Weald Market Rent	Consideration of charges for 2014/15	Yes	5 December 2013	Asset Management and Economic Development Cabinet Committee		Bob Palmer 01992 564279	
			3 February 2014	Cabinet			
Corporate Risk Update	Quarterly update of the Corporate Risk Register.	Yes	20 January 2014	Finance and Performance Management Cabinet Committee		Bob Palmer 01992 564279	

			3 February 2014	Cabinet			
HRA Car Parks	Consideration of whether car parks should be held in the Housing Revenue Account or the General Fund	No	3 February 2014	Cabinet		Bob Palmer 01992 564279	
Council Bailiff	Review of the internal Bailiff service	Yes	3 March 2014	Cabinet		Rob Pavey 01992 564211	None
Corporate Risk Update	Quarterly update of the Corporate Risk Register	Yes	20 March 2014	Finance and Performance Management Cabinet Committee		Bob Palmer 01992 564279	
			7 April 2014	Cabinet			

**WORK PROGRAMME - 3 FEBRUARY 2014 TO 30 MAY 2014**

**PORTFOLIO - ENVIRONMENT**

<b>ITEM</b>	<b>DESCRIPTION</b>	<b>KEY DECISION</b>	<b>DATE OF DECISION</b>	<b>DECISION MAKER</b>	<b>PRIVATE DECISION</b>	<b>REPRESENTATION ARRANGEMENTS</b>	<b>BACKGROUND PAPERS</b>
Waste Management Contract IIIa	To agree the outcome of the Invitation to Submit Detailed Solutions (ISDS)	Yes	3 February 2014	Cabinet	<b>YES, paragraph (3)</b>	John Gilbert 01992 564062	
Waste Management Contract IV	To consider issues arising from the ISFT dialogue	Yes	3 March 2014	Cabinet	<b>YES, paragraph (3)</b>	John Gilbert 01992 564062	
Waste Management Contract V	Appointment of the new Waste Management Contractor	Yes	19 May 2014 10 June 2014	Cabinet Council	<b>YES, paragraph (3)</b>	John Gilbert 01992 564062	
Refurbishment of 'Charlie Moules' Footbridge, Roding Valley Recreation Area	Ensure repairs are completed to maintain safe access across the River Roding. Roding Valley is subject to a lease agreement with Loughton Town Council, with whom the costs might be shared.	No	21 July 2014	Cabinet		Kim Durrani 01992 564055	
Sand Bag Policy	Formalise a Council-wide policy on deployment of Sand Bags in flooding emergencies.	Yes	21 July 2014	Cabinet		Kim Durrani 01992 564055	
Transfer of Storm Grilles on main rivers from EA to EFDC	Council requested to act as agents for Environment Agency to monitor & clear 12 storm grilles on main rivers across the District	Yes	8 September 2014	Cabinet		Kim Durrani 01992 564055	

WORK PROGRAMME - 3 FEBRUARY 2014 TO 30 MAY 2014

PORTFOLIO - HOUSING

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Standard Periodic Tenancies - Tenancy Conditions	To adopt the Tenancy conditions	Yes	3 February 2014	Cabinet		Roger Wilson 01992 564419	
Phasing of Council Development Sites	To agree the sequence & phasing of Council housing developments	Yes	4 February 2014	Council Housebuilding Cabinet Committee		Alan Hall 01992 564004	
Flat and Pitched Roofing	To approve the tenders for:	Yes				Paul Pledger 01992 564248	
	1...Pitched Roofs		7 February 2014	Housing Portfolio Holder			
	2...Flat Roofs		28 March 2014	Housing Portfolio Holder			
10 Newmans Lane, Loughton	To consider options for the future use of the Council-owned building.	Yes	28 February 2014	Housing Portfolio Holder	<b>YES, paragraphs (2) (3) &amp; (5)</b>	Paul Pledger 01992 564248	
Housing Improvements and Service Enhancements	To agree a programme of housing improvements and service enhancements from 2014/15	Yes	3 March 2014	Cabinet		Alan Hall 01992 564004	
Charges for Park Home Licensing	To agree whether charges should be made &, if so, the fees to be charged	Yes	3 March 2014	Cabinet		Lyndsay Swan 01992 564146	Consultation Document
Licence Conditions for Gypsy, Roma and Traveller Sites	To agree the licence conditions following consultation	Yes	3 March 2014	Cabinet		Lyndsay Swan 01992 564146	Consultation Document
Electrical Heating	To approve the tender	Yes	7 March 2014	Housing Portfolio Holder		Paul Pledger 01992 564248	
HRA	To approve the Business	Yes	28 March 2014	Housing Portfolio		Alan Hall	

Business Plan 2014/15	Plan			Holder		01992 564004	
Gas Metering & Pipework - Ninefields, Waltham Abbey	To approve the tender	Yes	4 April 2014	Housing Portfolio Holder		Paul Pledger 01992 564248	
Review of Housing Service Standards	To agree any changes to the Service Standards	Yes	25 July 2014	Housing Portfolio Holder		Alan Hall 01992 564004	
Housing Strategy 2013-16	To approve the adoption of the new Housing Strategy	Yes	1 December 2014 16 December 2014	Cabinet Council		Alan Hall 01992 564004	

**WORK PROGRAMME - 3 FEBRUARY 2014 TO 30 MAY 2014****PORTFOLIO - LEISURE & WELLBEING**

<b>ITEM</b>	<b>DESCRIPTION</b>	<b>KEY DECISION</b>	<b>DATE OF DECISION</b>	<b>DECISION MAKER</b>	<b>PRIVATE DECISION</b>	<b>REPRESENTATION ARRANGEMENTS</b>	<b>BACKGROUND PAPERS</b>
New Safeguarding Policy	To approve and adopt the new combined Safeguarding Policy for children, young people and vulnerable adults.	No	3 March 2014	Cabinet		Julie Chandler 01992 564214	Safeguarding Self-Assessment



ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Car Parking	1... Strategy review; and 2... Tariff review.	Yes	3 March 2014	Cabinet		John Gilbert 01992 564062	

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Polling Districts, Places and Stations	To review UK Parliamentary Polling Districts, Places & Stations	No	30 September 2014	Council		Graham Lunnun 01992 564244	Consultation Responses

**WORK PROGRAMME - 3 FEBRUARY 2014 TO 30 MAY 2014**

**PORTFOLIO - ASSET MANAGEMENT & ECONOMIC DEVELOPMENT**

<b>ITEM</b>	<b>DESCRIPTION</b>	<b>KEY DECISION</b>	<b>DATE OF DECISION</b>	<b>DECISION MAKER</b>	<b>PRIVATE DECISION</b>	<b>REPRESENTATION ARRANGEMENTS</b>	<b>BACKGROUND PAPERS</b>
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## Overview and Scrutiny Work Programme – February 2014

Overview and Scrutiny Committee			
Item	Report Deadline / Priority	Progress / Comments	Programme of Future Meetings
(1) OS Annual Review/ Annual Report	June 2013	Final report went to the June 2013 meeting.	<del>04 June 2013;</del> <del>16 July;</del> <del>27 August (Extra Meeting);</del> <del>03 September;</del> <del>15 October;</del> <del>26 November;</del> <del>28 January 2014;</del> 25 February; and 1 April.
(2) To meet with Essex County Council in respect of Children Services and on annual basis, with the attendance of the Director of Children's Commissioning.	June 2013	<b>Completed</b> - Recommendation taken from the Children Services Task and Finish Panel. To invite an Officer and the Portfolio Holder. Noted that the lead county officer had moved on and the service was currently in a state of flux. To review again in the new year.	
(3) Corporate Parenting	June 2013	<b>Completed</b> - Essex CC has asked if they Could give a presentation on Corporate Parenting.	
(4) Scrutiny of Epping Forest Local Strategic Partnership – Chairman and Member level EFDC representatives	July 2013	<b>Completed</b> in July 2013 - Representatives of the partnership to report on an annual basis.	
(5) Six monthly review -  (a) Monitoring of OS recommendations  (b) OS work programme	For November 2013	<b>Completed</b> - Last completed in November 2012	

(6) To review the strategic direction of Epping Forest College, its vision for the future and its relationship with the Community	For the end of the 2013/14 municipal year - the April 2014 meeting.	Last Completed in April 11 when the Principal of Epping Forest College addressed the April 2011 meeting. A new Principal will be appointed in the autumn and they would need a little time to settle into the job.	
(7) To receive a presentation from Youth Council members	November 2013	<b>Completed</b> in Nov 13 - members of the Youth Council attended with an update on their programme of work.	
(8) Key Objectives 2012/13	Outturn report to July 2013 meeting	<b>Completed:</b> Outturn report for 2012/13 submitted to the July 2013 meeting. Quarterly progress reports in respect of the annual Key Objectives are made to the Cabinet and the Overview and Scrutiny Committee.	
(9) Key Objectives 2013/14	Progress reports to be considered on a quarterly basis.	Quarterly progress to be considered at meetings to be held in Sept. 2013 (Qtr 1), Nov 2013 (Qtr 2) and March 2014 (Qtr 3).	
(10) To review the new organisational make up of the PCT/ West Essex Health Service and the progress made on the commissioning of local health services.	September 2013	<b>Completed</b> - Last looked at in Sept. 2013.  Noted that County were also looking at this topic.	

(11) Mental Health Services in the District.	February 2014	To consider the state of the Mental Health Services in the District	
(12) The Essex Probation Service	January 2014 meeting	<b>Completed</b> - The Essex Probation Service has asked if they could give a presentation to our members.	
(13) To receive a presentation from the local CAB on their general services, funding from the Council, the impact of recent Welfare and Budget changes and accommodation issues here in Epping and how we can help them.	October 2013 meeting	<b>Completed</b> - Full Council asked that the O&S Committee receive a presentation from the local Citizen Advice Bureau.	
(14) Whipps Cross Hospital	New Municipal Year	Following the recent Care Quality Commission (CQC) report into Whipps Cross Hospital the Head of Stakeholder Relations and Engagement at Barts. Hospital NHS Trust, Mark Graver has written to us asking if thought beneficial, they could send a representative to one of our meetings. It was made clear that this would be a one off appearance necessitated by the CQC report	

## Standing Panels

### Housing Standing Panel (Chairman – Cllr S Murray)

Item	Report Deadline / Priority	Progress / Comments	Programme of Future Meetings
(1) Housing Performance Indicators - 2012/13 Out-turn (Tenant-Selected & KPIs)	June 2013	<b>COMPLETED</b>	17 June 2013; 23 July Cancelled; 22 October; 22 January 2014; and 25 March
(2) Performance against Housing Service Standards and Review ( <i>Recommendations to Housing Portfolio Holder</i> )	June 2013	<b>COMPLETED</b>	
(3) Progress Report on the Welfare Reform Mitigation Action Plan	June 2013	<b>COMPLETED</b>	
(4) Annual Ethnic Monitoring Review of Housing Applicants ( <i>Recommendations to Housing Portfolio Holder</i> )	June 2013	<b>COMPLETED</b>	
(5) Housing Strategy Action Plan 2013/14	July 2013	<b>No longer required – Interim Housing Strategy Action Plan agreed by Housing Portfolio Holder</b>	
(6) Annual Review of the Housing Allocations Scheme	N/A	<b>No review this year – Due to the introduction of the new Housing Allocations Scheme</b>	
(7) 12-Month Progress Report on Housing Strategy Action Plan 2012/13	October 2013	<b>COMPLETED</b>	



(8) Six Monthly Review of the HRA Financial Plan	October 2013	<b>COMPLETED</b>	
(9) Six monthly Progress Report on Housing Business Plan Action Plan	October 2013	<b>COMPLETED</b>	
(10) Progress Report on the Welfare Reform Mitigation Action Plan	October 2013	<b>COMPLETED</b>	
(11) Briefing on the proposed Council rent increase for 2014/15	January 2014	<b>COMPLETED</b>	
(12) Six Monthly Progress Report on Housing Strategy Action Plan 2013/14	January 2014	<b>COMPLETED</b>	
(13) Proposed housing service improvements and service enhancements – 2014/15 (Recommendations to Cabinet)	January 2014	<b>COMPLETED</b>	
(14) Progress Report on the Welfare Reform Mitigation Action Plan	January 2014	<b>COMPLETED</b>	
(15) HRA Business Plan 2014/15 (Recommendations to Housing Portfolio Holder)	March 2014		
(16) Six Month Review of the HRA Financial Plan	March 2014		
(17) 12 Monthly Progress Report on Housing Business Plan Action Plan	March 2014		

(18) Progress Report on the Welfare Reform Mitigation Action Plan	March 2014		
(19) New Flexible Tenancy Agreement and revised Standard Secure Tenancy Agreement (Recommendations to Cabinet)	June 2013	<b>COMPLETED</b>	
(20) Housing Service Strategy on Allocations (Review and Update) (Recommendations to Housing Portfolio Holder)	July 2013	<b>COMPLETED</b>	
(21) Progress Report on Private Sector Housing Strategy	October 2013	<b>COMPLETED</b>	
(22) Review of the difficulties with improving communal areas of flat blocks with leaseholders	October 2013	<b>COMPLETED</b>	
(23) Housing Service Strategy on Anti-Social Behaviour (Review and Update)	October 2013	<b>COMPLETED</b>	
(24) Social Housing Fraud Scheme – Progress Report	January 2014	<b>No longer required – To be substituted for a full Housing Service Strategy on Social Housing Fraud</b>	
(25) Sheltered Housing and Older People's Handyperson Schemes – 1 Year Review	January 2014	<b>COMPLETED</b>	
(26) Review of parking enforcement on Housing-managed grassed areas	January 2014	<b>COMPLETED</b>	
(27) Review of Mow and Grow Scheme for Council tenants	January 2014	<b>COMPLETED</b>	

(28) Housing Service Strategy on Tenant Participation (Review and Update)	January 2014	<b>COMPLETED</b>	
(29) Housing Service Strategy on Information (Review and Update)	January 2014	<b>COMPLETED</b>	
(30) Housing Service Strategy on Harassment (Review and Update)	March 2014		
(31) Housing Service Strategy on the Private rented Sector (Review and Update)	March 2014		
(32) Response to Essex County Council's consultation on the Essex Housing Related Support (HRS) Strategy	March 2014		
(33) Review of Housing Management Staffing Levels – Welfare Reforms	March 2014		
(34) Housing Strategy 2014-2017	July 2014		
(35) Housing Service Strategy on Energy Efficiency (Review and Update)	July 2014		
(36) Possible operation of operating a “Sinking Fund” for new leaseholders in new or existing flat blocks where there are no existing leaseholders	March 2014	Requested at the October 2013 meeting of the Scrutiny Panel	
(37) Housing Service Strategy on Social Housing Fraud	March 2014		

<b>Constitution and Member Services Standing Panel (Chairman – Cllr J Philip)</b>			
<b>Item</b>	<b>Report Deadline / Priority</b>	<b>Progress / Comments</b>	<b>Programme of Future Meetings</b>
(1) Review of Essex County Council Elections 2 May 2013	25 June 2013	<b>COMPLETED</b>	25 June 2013; 24 September; 19 November; 14 January 2014; and 18 March
(2) Officer Employment Procedure Rules	25 June 2013	<b>COMPLETED</b>	
(3) Conventions regarding Relationships between Officers and Councillors	25 June 2013	<b>COMPLETED</b>	
(4) Process Review on Appointment of Vice Chairman of the Council	19 November 2013	<b>COMPLETED</b>	
(5) Review of Licensing	19 November 2013	<b>COMPLETED</b>	
(6) Petitions Scheme	18 March 2014		
(7) Review of Officer Delegation to reflect new Directorate Structure	14 January 2014	<b>COMPLETED</b>	
(8) Review of Financial Regulations	14 January 2014	<b>No items for review</b>	
(9) Review of Contract Standing Orders	14 January 2014	<b>COMPLETED</b>	
(10) Review of Polling Stations	July 2014	This item will be discussed in next year's Work Programme.	
(11) Joint Consultative Committee – Terms of Reference and Constitution regarding representation for non-union staff.	TBA		
(12) Questions at Council - Review	18 March 2014	PICK form submitted	

**Safer, Cleaner, Greener Standing Panel (Chairman – Cllr J Lea)**  
**Work Programme 2013/14**

Item	Report Deadline / Priority	Progress / Comments	Programme of Future Meetings
(1) Enforcement activity	October 2013	Six monthly report to Panel	<del>09 July 2013 - cancelled</del>
(2) Enforcement activity	April 2014	Six monthly report to Panel	<del>28 October 2013;</del>
(3) CCTV action plan review	July 2013	Six monthly report to Panel – last went to January 2013 meeting – <b>went to October meeting</b>	<del>07 January 2014;</del>
(4) CCTV action plan review	January 2014	Same as plan that went to the October meeting	11 February 2014;
(5) CSP scrutiny review meetings	April 2014	Report last went to April 2013 meeting.	15 April 2014
(6) West Essex Local Policing Area Strategic Assessment	April 2014	Report last went to April 2013 meeting.	Crime & Disorder Scrutiny meeting – 09 July 2013
(7) Receive notes of Waste IAA Member meetings	As appropriate	Notes reported to Panel at first available meeting following receipt – <b>January '14 meeting received notes of 24 October 2013 meeting</b>	
(8) Receive notes of Waste Management Partnership Board	As appropriate	Notes reported to Panel at first available meeting following receipt – <b>October meeting received notes of 15 July 2013 meeting</b>	

**Safer, Cleaner, Greener Standing Panel (Chairman – Cllr J Lea)**  
**Work Programme 2013/14**

Item	Report Deadline / Priority	Progress / Comments	Programme of Future Meetings
(9) Progress against Climate Local Agreement	October 2013	Six monthly report to Panel – the Council has not yet signed up to the Climate Local Agreement and this still remains to be decided. Instead, Sarah Creitzman and Kassandra Polyzoides have worked on a charter of commitments that were more specific to EFDC. Sarah to carry this forward to Portfolio Holder and Circulate amongst GCWP members for comment.	
(10) Progress against carbon reduction strategy	October 2013	Six monthly report to Panel – Once a charter of EFDC environmental commitments has been established and agreed, a strategy will need to be written based around achieving the aims that are signed up to.	
(11) Receive notes of Bobbingworth Nature Reserve liaison group	As appropriate	Notes reported to Panel at first available meeting following receipt – <b>October meeting received notes of the 27 March 2013 meeting.</b>	
(12) Recycling in flats and multi-occ dwellings	October 2013	<b>A verbal report was given to the October 13 meeting</b>	
(13) Monitor Local Highways Panel	As Appropriate	Once established to keep a watching brief on the effectiveness of the new Local Highways Panel – <b>January '14 meeting received minutes from the November 2013 meeting.</b>	

**Safer, Cleaner, Greener Standing Panel (Chairman – Cllr J Lea)**  
**Work Programme 2013/14**

Item	Report Deadline / Priority	Progress / Comments	Programme of Future Meetings
(14) Review notes of SLM contract monitoring board	As Appropriate	Notes reported to Panel at first available meeting following receipt – <b>January '14 meeting received minutes of the November 2013 meeting</b>	
(15) Receive notes of North Essex Parking Partnership (NEPP) minutes	As Appropriate	Notes reported to Panel at first available meeting following receipt – <b>January '14 meeting received notes from the August '13 meetings.</b>	
(16) Highway accident statistics	Info will be given to the Panel when available	Report went to April 2013. A further detailed report and presentation from county officers was called for.	
(17) To monitor the minutes of the Police and Crime Panel	As Appropriate		

<b>Planning Services Standing Panel (Chairman – Cllr J Wyatt)</b>			
<b>Item</b>	<b>Report Deadline / Priority</b>	<b>Progress / Comments</b>	<b>Programme of Future Meetings</b>
1. To consider and Review Measures taken to Improve Performance within the Directorate	10 September 2013	Revised Planning Application Validation Checklist	18 June 2013; <del>10 September;</del> <del>10 December</del> Cancelled; and 8 April 2014
2. To consider and Review Business Processes, Value for Money and Staffing arrangements for the Directorate:  a. To consider the Financial Review (Bus Plan Section 3b) b. To consider the Business and Environmental Review (Appendix Business Plan) c. To consider the Directorate Value for Money Statement (Business Plan Section 4 (f))	To be confirmed		
3. To monitor and receive reports/updates on the delivery of the Local Plan: a. To report on the progress of the Local Plan b. To provide further updates on the Local Plan	Minimum verbal report at each meeting		



4. To monitor and receive reports/updates on the Planning Electronic Document Management System	10 September 2013	Received update on Electronic Records Document Management Systems at the September 2013 meeting	
5. To consider the Business Plan	8 April 2014		
6. To establish whether there are any resource implications arising out of the topics under review and advise Cabinet for inclusion in the Budget Process each year. To provide reports/updates as and when required.	To be confirmed		
7. To report to the Overview and Scrutiny Committee at appropriate intervals on the above.	To consider at each meeting.		
8. Any recent meeting of the Chairman and Vice Chairman of the Area and District Committees Invitation Panel	To be confirmed	Any recent meeting of the Chairman and Vice Chairman of the Area and District Committees Invitation Panel	
9. To receive urgent or other consultations and consider what response to give on behalf of the Council.		a. <b>Completed</b> consultation in respect of Crossrail 2 – 18 June 2013 b. <b>Completed</b> - Brentwood Borough Local Plan Preferred Options – 10 September 2013	
10. S106 Agreements Monitoring Reports (Annually)	18 June 2013	<b>COMPLETED</b>	
11. Enforcement Plan	10 September 2013	<b>Endorsed the draft Local Enforcement Plan</b>	

<b>Finance and Performance Management Standing Panel (Chairman – Cllr A Lion)</b>			
<b>Item</b>	<b>Report Deadline / Priority</b>	<b>Progress / Comments</b>	<b>Programme of Future Meetings</b>
(1) Key Performance Indicators – Performance Outturn 2012/13	Outturn KPI performance report to be considered at the first meeting of the Scrutiny Panel in each municipal year.	<b>Completed</b> - KPI outturn report for 2012/13 considered at the June 2013 meeting.	<del>11 June 2013;</del> Rearranged for 17 June '13  17 September;
(2) Key Performance Indicators – Performance Monitoring 2013/14	KPI performance report to be considered on a quarterly basis.	Quarterly KPI performance report for 2013/14 to be considered at the meetings to be held in September 2013 (qtr 1), November 2013 (qtr 2) and March 2014 (qtr 3).	<del>12 November;</del>  <b>20 January 2014 – jointly with Fin. Cabinet Cttee;</b> and
(3) Key Performance Indicators – Development of indicator set for 2014/15	Draft indicator set to be considered on the basis of third quarter KPI performance for 2013/14.	KPI proposals to be considered at March 2014 meeting.	11 March.
(4) Quarterly Financial Monitoring	Reports to be considered on a quarterly basis.	First quarter information to be considered September '13, 2 <sup>nd</sup> quarter in November '13 and 3 <sup>rd</sup> quarter figures at the March '14 meeting.	
(5) Annual Consultation Plan	Report considered on an annual basis. Report went to the June '13 meeting.	<b>Completed</b> - Consultation Plan considered at first meeting of each municipal year.	

(6) Detailed Portfolio Budgets	To the January 2014 meeting of the Cabinet Finance Committee.	Jointly considered at the January '13 meeting of the Cabinet Finance Committee – Annual review of the Portfolio Holders Budgets.	
(7) Equality Objectives 2012-2016 - Monitoring and Progress	Progress to be considered on a quarterly basis.	Quarterly progress to be considered at the meeting to be held in Sept. 2013 (Qtr 1), Nov. 2013 (Qtr 2) and March 2014 (Qtr 4)	
(8) Capital Outturn 2012/13 and use of transitional relief in 2012/13	June '13 meeting	<b>Completed</b> - Last considered at the June 2013 meeting	
(9) Provisional revenue Outturn 2012/13	June '13 meeting	<b>Completed</b> - Last considered at the June 2013 meeting	
(10) Fees and Charges	To the November '13 meeting	<b>Completed</b> - Last went to November 2013 meeting.	
(11) Sickness Absence	Six monthly Reports: Went to November '13 meeting	Half yearly figures of the Council's Sickness Absence figures - Last considered at November 2013 meeting.	
(12) ICT Strategy and Website Feedback	Sept.2013	Updating report went to the September 2013 meeting	

## Task and Finish Panels

### Overview and Scrutiny Review Task and Finish Panel (Chairman – Cllr K Angold-Stephens)

Item	Report Deadline / Priority	Progress/Comments	Programme of Future Meetings
First meeting to define Terms of Reference.	<b>NOW COMPLETED</b> – Final Report went to O&S Cttee. on 26 Nov 2013	Final Report to November 2013 O&S Committee.	6 December '12; 17 January '13; 14 February '13; 25 March '13; 20 May '13 8 July '13 31 October '13