



Overview and Scrutiny Committee Tuesday, 1st July, 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, 1st July, 2014
at 7.30 pm .**

**Glen Chipp
Chief Executive**

**Democratic Services
Officer:**

Simon Hill, Assistant Director, Directorate of Governance
email:democraticservices@eppingforestdc.gov.uk Tel: 01992
564249

Members:

Councillors R Morgan (Chairman), K Angold-Stephens (Vice-Chairman), G Chambers, K Chana, T Church, D Dorrell, L Girling, P Keska, Mrs J Lea, A Mitchell MBE, S Murray, B Rolfe, Mrs M Sartin, Ms G Shiell, Councillor B Surtees, A Watts and D Wixley

PLEASE NOTE THAT THERE WILL BE A SHORT PRE-MEETING FOR ALL MEMBERS OF THE COMMITTEE STARTING AT 7PM IN COMMITTEE ROOM 1 SO THAT THEY CAN DISCUSS THEIR LINE OF QUESTIONING FOR THE PRESENTATION.

AS ALWAYS THIS MEETING IS OPEN TO ALL MEMBERS TO ATTEND

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 9 - 20)

Decisions required:

To confirm the minutes of the meetings of the Committee held on 1 April 2014.

5. DECLARATIONS OF INTEREST

(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. PRESENTATION ON THE STRATEGIC DIRECTION OF EPPING FOREST COLLEGE

To receive a presentation from Penny Morgan, the recently appointed Principal of Epping Forest College to speak on the strategic direction of Epping Forest College, its vision for the future and its relationship with the Community.

7. REVIEW OF CABINET FORWARD PLAN (Pages 21 - 44)

(Leader) To review the Cabinet’s Key Objectives and Forward Plan (Key Decision List) for the year.

8. CORPORATE PLAN KEY OBJECTIVES 2013/14 - OUTTURN (Pages 45 - 74)

(Director of Governance) To consider the attached report.

9. APPOINTMENT OF MEMBERSHIP TO SCRUTINY PANELS

Decision Required:

(1) To appoint members to the following Scrutiny Panels in accordance with pro-rata in the proportions shown below (**full name list to follow**):

Scrutiny Panels	Appointment to places required:
Housing	Cons (7): Lib Dem (1): LRA (2): Other (1):
Constitutional and Member Services	Cons (7): Lib Dem (1): LRA (2): Other (1):
Finance and Performance Management	Cons (7): Lib Dem (1): LRA (2): Other (1):
Safer Cleaner Greener	Cons (7): Lib Dem (1): LRA (2): Other (1):
Planning Services	Cons (7): Lib Dem (1): LRA (2): Other (1):

(2) To consider requests for appointments to Scrutiny Panels by non affiliated

members; and

(3) To appoint a Chairman and a Vice Chairman to the following Scrutiny Panels:

Scrutiny Panels	Appointments Required:
Housing	Chairman: Vice Chairman:
Constitutional and Member Services	Chairman: Vive Chairman:
Finance and Performance Management	Chairman: Vice Chairman:
Safer, Cleaner, Greener	Chairman: Vice Chairman:
Planning Services	Chairman: Vice Chairman:

1. (Director of Governance). The Council has agreed that pro rata apply to Overview and Scrutiny Panels only. The Overview and Scrutiny rules provide that the memberships must reflect pro rata requirements and the lowest number of members required to achieve cross-party representation whilst allowing the inclusion of members who are not members of a political group or are not members of the Overview and Scrutiny Committee. This year it has been agreed by Group Leaders that the Scrutiny Panels should have 11 members.

2. The Committee are asked to make appointments to Scrutiny Panels in accordance with the Overview and Scrutiny Procedure rules.

3. Nominations to Chairman and Vice Chairman of these Panels are excluded from the calculation required under the Council's protocol regarding allocation of Chairman and Vice-Chairman positions between the political groups.

4. Nominations to the Panels, which may be submitted up until the day of the meeting, were sought through officer liaison with the Group Leaders and via the Appointments Panel. A list of any further nominations will be tabled at the meeting.

10. APPOINTMENT OF OVERVIEW AND SCRUTINY TASK AND FINISH PANEL (Pages 75 - 78)

Recommendation:

- (1) To appoint members to the new Review of Scrutiny Panels Task and Finish Panel; and**
- (2) To agree the Terms of reference for this panel.**

1. (Director of Governance) At their last meeting held on 1 April 2014, this Committee resolved to set up a Task and Finish Panel to consider the future structure of the Scrutiny Panels and how they would fit into the new Directorate Structure of the Council. A draft Terms of Reference is attached for consideration by the Committee.

2. At the same meeting this Committee requested that the membership of this Panel be kept as closely as possible to the membership of the recent Overview and Scrutiny Review Task and Finish Panel.

Last Years Task and Finish Panel consisted of:

K Angold-Stephens (Chairman) (LRA);
R Gadsby (Vice Chairman) (Con);
A Grigg (Con);
M Sartin (Con);
D Stallan (Con); and
J H Whitehouse (LibDem)

3. The Overview and Scrutiny Rules state that 'Task and Finish' Scrutiny Panels shall be flexible as to the number of Councillors appointed to membership. There is no restriction on the numbers appointed.

4. Any Councillor may be a member of a 'Task and Finish' Scrutiny Panel, save that a member of the Cabinet may not be a member of any Panel which bears directly on his or her portfolio. Additionally no 'Task and Finish' Scrutiny Panel can be comprised of members of a single political group only. Nominations received so far are attached.

5. It is a requirement of the procedure rules that a Chairman and Vice - Chairman should be appointed to each Panel.

11. OVERVIEW AND SCRUTINY ANNUAL REPORT 2013/14 (Pages 79 - 136)

(Director of Governance) to consider the attached report.

12. WORK PROGRAMME MONITORING (Pages 137 - 154)

(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 programme 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. A 'PICK' form is attached for members to use if needed.

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

13. EXCLUSION OF PUBLIC AND PRESS

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

Agenda Item No	Subject	Exempt Information Paragraph Number
Nil	Nil	Nil

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

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.

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EPPING FOREST DISTRICT COUNCIL OVERVIEW AND SCRUTINY MINUTES

Committee:	Overview and Scrutiny Committee	Date:	Tuesday, 1 April 2014
Place:	Council Chamber, Civic Offices, High Street, Epping	Time:	7.30 - 9.41 pm
Members Present:	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, B Rolfe, A Watts and D Wixley		
Other Councillors:	Councillors R Bassett, Mrs A Grigg, Ms G Shiell, P Spencer, D Stallan, G Waller and J Wyatt		
Apologies:	Councillors J Philip		
Officers Present:	D Macnab (Director of Neighbourhoods), I Willett (Assistant to the Chief Executive), I White (Forward Planning Manager), S G Hill (Assistant Director (Governance & Performance Management)), T Carne (Public Relations and Marketing Officer), A Hendry (Democratic Services Officer) and M Jenkins (Democratic Services Assistant)		
By Invitation:	H Byrne (Barts Health (NHS Trust)) and Dr A Chesser (Barts Health (NHS Trust))		

77. 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.

78. SUBSTITUTE MEMBERS

It was noted that Councillor A Watts was substituting for Councillor J Philip.

79. MINUTES

RESOLVED:

That the minutes of the meeting held on 25 February 2014 be signed by the Chairman as a correct record.

80. DECLARATIONS OF INTEREST

(1) 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 6 – Presentation from Barts Health (NHS Trust)

(2) Councillors Murray and Angold-Stephens declared a non pecuniary interest in the following item of the agenda, by virtue of being members of Loughton Town Council. They advised that they would remain in the meeting for the duration of the item:

- Item 11 – Cabinet Forward Plan – item in the Environment Portfolio Holder section on the refurbishment of the Charlie Moules Footbridge

81. PRESENTATION FROM BARTS HEALTH (NHS TRUST)

The Committee welcomed Dr Alistair Chesser, the Group Director for Emergency Care and Acute Medicine and Helen Byrne, Hospital Director for Whipps Cross. They were there to present an update on Whipps Cross and on the wider issues of Barts Health (NHS Trust).

Barts Health was chosen by the CQC as one of the first hospital trust to be inspected under its new regime. A team of 90 CQC inspectors visited all Barts Health hospitals during the week commencing 4 November 2013. A report was published on 14 January and shared with local stakeholders and partners. We noted that the overall findings were tough but fair, with much to be proud of. Three warning notices for maternity and care of the elderly issued last year at Whipps Cross were lifted. That the staff provided safe, compassionate care in clean surroundings with excellent infection prevention and control.

Areas for improvement include appointment attendance rates, cancellations, complaints handling, leadership development and organisational culture. The trust was clear that bullying and harassment had no place in Barts Health.

As part of their response, the Trust had developed six action plans which detailed how they would address the issues raised. There was also a single high level plan covering Trust wide actions and five site-specific plans covering actions at five of the six individual hospitals (all except Mile End, where the CQC found no actions to be necessary). They were also commissioning an independent review on staffing levels and were working on improving staff morale to make staff feel as valued as possible; and would be providing 24/7 consultant cover.

As part of addressing issues raised at Whipps Cross, they would be addressing delays in discharging patients; improving the patient environment and would be addressing equipment shortages. Some of the positive comments made about the hospital were that the staff were considered to be compassionate, caring and committed. The hospital was clean and the staff adhered to good infection control practice. Improvements had been made in both accident and emergency and maternity services since the May 2013 inspection. The three warning notices were lifted. Palliative care was compassionate and held in high regard by staff, patients and their friends and family.

They were doing all they could to support their staff and were aiming to reach a 95% staffing establishment (by September 2014) in all areas. This would help them reduce their reliability on temporary staff and improve quality and safety. They were also aiming for a greater visibility of their Executive Team with a seven day a week presence and were also setting up a new system to provide anonymous online dialogue between staff and members of the Trust Board. They would also commission independent investigations into specific allegations of bullying.

They were also developing monthly reporting of actual staffing levels by shift and ward/department and were rolling out a leadership and skills programme. Stronger links were being developed between their risk register and capital programme to target equipment replacement more effectively. They are also working with Healthwatch, local patients and staff on a new Patient Advice and Liaison Service (PALs) and Complaint model.

They have introduced a clinical standards committee to oversee learning from incidents and will have continued dialogue with local partners and stakeholders. They will, of course continue to attend Overview and Scrutiny Committees at local authorities to keep them informed and have committed to twice weekly conference calls to plan the discharges of patients.

On their commitment to Whipps Cross Hospital they are working with colleagues and partners across the North East London area to develop a clear strategy for the future of their services and their hospitals. This included a clear commitment to providing emergency and maternity care at Whipps Cross. They were also investing in key services, including emergency and maternity care and introducing a new patient administration system that would allow seamless management of patients across all Barts Health sites. They noted that the whole estate required significant investment and were working on plans to generate capital for reinvestment.

Recently they have opened a new Emergency and Urgent Care Centre, opened in May 2012 and a new acute admissions unit, opened in September 2013. Their investment in maternity care included new operating theatres and recovery rooms, a dedicated bereavement suit for women and their partners and new emergency gynaecology/early pregnancy unit. They were also making further improvements to cleaning standards and the patient environment, by providing £170,000 for environmental improvements in patient areas. They have also received a further £1million for refurbishments.

The meeting was then opened out to questions from the members present.

Councillor Murray wanted to focus on the recent CQC report on maternity and services for the elderly. Acknowledging the progress made so far, he wanted to know how could such a large hospital in a large trust like Barts, get themselves into such a position. Dr Chesser replied that he was not here to defend the staff and accepted what had happened had not been acceptable. But things have moved on and this was much less likely to happen now. Allegations made us realise we had major problems. We have now retained all the staff in the wards in question and the results have been very impressive; we have seen improvement in terms of ownership by the staff of their wards. He believed that they had turned a corner.

Councillor Wixley noted that he had cause to experience the service at Whipps Cross last year and it was not all bad news. He was surprised that they had got a bad report as he was impressed on an individual basis. Part of the previous issue was finance for the trust as a whole. Also it had been noted that if you went into hospital on a weekend you were less likely to survive; how were they tackling this. There were rumours that the accident and emergency department of King Georges hospital may be closing, what effect would that have on Whipps Cross. Dr Chesser said that on the question of finance, they had faced a significant challenge and that they had now put in a finance recovery team and they would be in a better position at years end. They also have a massive efficiency savings target for 2014/15. This would not be completed at the expense of the quality of care given to their patients. The position was difficult but improving. As for weekend working, this was a live issue at present. The hospitals needed to set themselves up to ensure they achieved a level quality of

care over the whole week. This was difficult as it was expensive to employ specialists over the weekends, but at Barts Health they were committed to get to this point over the next 2,3 or 4 years. As for the closure of the A&E department at King Georges Hospital, yes there were plans for it to close and there would be some overspill that would come to Whipps Cross. We have plans to make sure we have the capacity at Whipps Cross to deal with that.

Councillor Keska wanted to know if there was a boundary for sending people to Harlow or to Whipps Cross hospitals. Ms Byrne said it was one of the 'A' roads in the Loughton area which decided if they went North or South.

Councillor Girling wanted to know if the team building and the general staff morale building would be continued or be revisited in the future. Dr Chesser noted that there was a risk when you put in a programme like that. You get a short term gain and then it would revert back. We hope that the good staff morale carried on. They have nurse mentors, working with ward managers to keep the improvement momentum going. There was also the investment in the wards to help staff.

Councillor Jacobs noted that they have a finance recovery team in place, he wanted to know what would happen to the outstanding deficit, and would it be written off? Ms Byrne noted that they had received some money when they set up, but they were still looking at an end of year deficit of £98 million. They were looking to involve the staff more in saving money etc. they would manage this deficit by becoming more efficient. If they don't get the money right they end up not in a voluntary turnaround but in a compulsory turnaround.

Councillor Murray wanted to know what they were going to do to raise capital for any capital investment on the site. Ms Byrne said that Whipps Cross was a big site. It has a corner with a number of nurse's residents, which they were looking to sell to raise some capital to reinvest.

Councillor Murray went on to say that as a ward Councillor he got a lot of positive feedback on Whipps Cross; but he still received emails complaining about there being no doctors at weekends and unhygienic wards which had dirty floors and uncaring staff who did not meet the patients basic needs. Why was this still happening? Dr Chesser replied that it was disappointing and shocking to hear this. We know that that there was a long way to go, some patient's get a high quality of service but there were still some problem areas.

Councillor Mitchell asked about discharging patients living on their own. How did they ensure they were looked after especially over a weekend? Dr Chesser said that was a big question. It was important that patients could go home but also that they were looked after when at home. We make sure that they would have a discharge plan and would look at their home environment and do a risk assessment, but sometimes it goes wrong. However, we do try and get it right for our patients. Ms Byrne added that they had done a lot of work on this. They have procedures that they follow and a planned discharge generally happens on a Monday or a Friday.

Councillor Angold-Stephens noted that most people here had experienced problems on the discharge of patients. However, with borderline cases involving cross border liaison what do neighbouring trusts do about liaising on patients and their records etc? Dr Chesser noted that it could be better. They do not as yet have a joined up ICT system across the NHS, but this may be possible in the near future. In the meantime we generally just phone through, but this can be difficult. We do need an ICT solution.

Councillor Lion said he had experienced problems with their midwife service being on an answering system. Also what were the follow up services provided. Ms Byrne noted that his was not a good experience. As for following up, they did surveys and had a friends and family test. They were looking to increase the response rate and feedback.

Councillor Watts wanted to know when the CQC would come again. And when you spoke about discharging people, you ticked boxes and processes were gone through. This sounded like a 'tick box exercise' but I'm sure it was not what you meant. Does the hospital follow up with a phone call to see how the discharged patient was doing or does the patient get a number that they can call if they need help. Dr Chesser replied that the CQC could come at any time. We find it hard to generalise, but high risk patients have a care package and plan to cover them. We sometimes follow up by phone and sometimes we escort people home, it all depends on circumstances. But, as always, we can do better. Ms Byrne added that the paperwork had been put in place to formalise the relationship between the Health and Social Services, this was a statutory responsibility. They work hard to ensure that they discharge this responsibility as well as they can. We try to make it a positive experience and try to return people home when it was possible.

Councillor Watts added that he did not get any comfort or confidence that what you are saying means that people do not fall through the cracks. Dr Chesser replied that they do issue a contact number; they also talk to the Community team and have a plan for the return of the patient to their home although it does not always go as planned.

Councillor Lea wanted to say that someone of her acquaintance had not been told privately that her husband had cancer. She also understood that sometime elderly patients could be very difficult and so sympathised with the health staff.

Councillor Girling wanted to know if there was still a post code lottery happening in the NHS on the supply over drugs – was this still an issue. Dr Chesser replied that this was not an issue. Patients should get the same access to the same high quality care.

The Chairman brought this particular part of the meeting to a close, thanking the speakers for their excellent presentation and answering the questions put to them.

82. WORK PROGRAMME MONITORING

The Committee reviewed the Overview and Scrutiny work programme.

Overview and Scrutiny Committee

The Committee considered their work programme noting that this was their last scheduled meeting for the year and that their work programme was now complete. Item 6 on the programme, to review the strategic direction of Epping Forest College, was now going to take place in July 2014.

Housing Scrutiny Panel

The chairman had nothing further to add.

Constitution and Member Services Scrutiny Panel

The Vice Chairman in the absence of the Chairman had nothing further to add.

Safer Cleaner Greener Scrutiny Panel

The Chairman had nothing to add on the work programme, noting that there was a further meeting scheduled for 15 April 2014.

Planning Services Scrutiny Panel

The Chairman noted that their last meeting had been cancelled due to having only one item of business which was on the agenda for the meeting tonight. Normally they would consider the Local Plan, but the Local Plan Cabinet Committee had not met recently.

Councillor Watts noted that this was the second time that the Panel had been cancelled. As the Local Plan was number one on our risk register, this should be scrutinised. Perhaps O&S should establish a Task and Finish Panel to review this. As chairman of the audit and Governance Committee he thought this appeared not to have been managed.

Councillor Wyatt noted that although two meetings had been cancelled they did have an extra meeting added into their schedule. So in effect only one meeting was not held.

Councillor Bassett, the Portfolio Holder for Planning Services, noted that it was important that the Local Plan had taken all issues raised into consideration and then to take them to a full Cabinet meeting to make decisions so that any decisions could be made at an open meeting that was webcast and was able to be called in. He was always available to answer any questions and noted that the "duty to co-operate" was very heavy on the council now.

Finance and Performance Management Scrutiny Panel

The Chairman noted that they had held their last meeting and had introduced a red/amber/green system to identify performance and improve the way they handled scrutiny of performance management.

Reserve Programme

Mr Hill noted that two PICK forms had been sent out to members but neither had been returned as yet.

Between now and July we will let the public know how they can contact us with any suggestions.

Members should also let us know if they have any suggestions.

83. PETITIONS SCHEME - FURTHER REVIEW

In the absence of the Chairman of the Constitution and Member Services Scrutiny Panel, the vice chairman, Councillor Watts took the Panel through their report reviewing the Council's Petition Scheme. This was last considered in September 2012. Since then the Localism Act had repealed the previous provision to have a petition scheme.

In reviewing this document again it was noted that some sections of our scheme required some attention.

He noted that in section (7) of the re-drafted scheme officers had tried to provide clarity on how petitions were dealt with related to the amount of support they received. No petitions had ever met the threshold for debate at either Overview and Scrutiny or Full Council. Whilst the Panel believed that the threshold levels were appropriate, the original provisions that envisaged allowing petitioners to seek officers to report at an Overview and Scrutiny had never been requested. Experience has shown that petitioners were interested in issues, not their management and in any event, this threshold had never been reached.

The Panel were therefore of the view that dealing with petitions over 1200 should require a Portfolio Holder to prepare a report to the full Cabinet for a decision. Such decisions would be open to call-in should Overview and Scrutiny wish to give them consideration. They also suggested that it should be open to the Portfolio Holder to decide to treat a smaller petition in this way should he/she so choose.

They had also suggested that the receipt of petitions were notified to ward members to ensure that local councillors were aware of received petitions. They had also asked that officers ensure that all petitions were subject to commentary in portfolio holder reports to Council as envisaged by the recent Overview and Scrutiny Review. They had also made minor changes to clarify timescales for response to petitions.

On consideration, the Committee wanted petitioners who had garnered enough signatures (1200) to have it considered at a Cabinet meeting, to have the same right to address that Cabinet meeting as petitioners had to address a Council meeting and be given five minutes to present their petition before it was discussed by the Cabinet. This was agreed by the Committee and added to the recommendations.

It was noted that under section 7 of the Operating Standing Orders that it be noted that it should read that petitions between 20 but fewer than 1200 signature (and not 2400 as wrongly printed) be considered by the relevant Portfolio Holder.

RESOLVED:

- (1) To recommend to the Council to approve the redrafted Council petitions scheme;
- (2) That, the proposed revised website information on petitions be noted; and
- (3) That, petitioners who had garnered enough signatures (1200) to have it considered at a Cabinet meeting, have the same right to address that Cabinet meeting as petitioners had to address a Council meeting and be given five minutes to present their petition before it was discussed.

84. QUESTIONS AT COUNCIL - REVIEW

Councillor Watts introduced the report dealing with a review of the new procedures for dealing with members questions without notice at Council meetings. This stemmed from a PICK form from Councillor Philip.

The public interest justification on the Pick Form for this review was as follows:

“The current system of questions without notice at full Council leads to a sense of disorganisation. The juxtaposition of questions on reports and questions on other matters leads to many occurrences of questions being identified by the Chairman only to find that their questions are for the other Section. This gives a bad impression to members of the public, present and watching on webcasts.”

Officers reviewed other Essex authorities and what arrangements for member questioning they operated and reported back to the Panel.

The Panel took note of the concerns expressed on the “Pick” form regarding confusion which can arise between questions without notice on any subject and questions on the written reports which are submitted to each Council meeting by Cabinet members and the Chairman of the Overview and Scrutiny Committee. The evidence given by the current Chairman was helpful and confirmed that this issue needed to be clarified.

Currently, 20 minutes are allocated at each Council meeting for questions without notice. The Constitution was silent as to how the 20 minutes were to be utilised. In practice, successive Chairmen of the Council have tended to divide the 20 minute session into two parts: the first part dealing with questions on written reports, and the second part with open questions on any subject. It was noted that confusion can arise between the two ten minute periods.

The Panel proposed that the time allocated should be used to take questions on reports or on other matters entirely in any order. They thought this would make the operation of this part of the meeting easier for Chairmen of the Council and clearer for other Councillors. They had also gone a stage further by proposing that the 20 minutes should be increased to 30 minutes.

The Panel had noted from the Constitution that there was nothing that either permits or disallows supplementary questions in respect of those asked without notice. The Panel thought there was a need for clarity on this point and proposed that supplementary questions should not be allowed. If supplementary questions were allowed, there was a risk of creating further time pressure with fewer Councillors being able to raise questions in the first place.

Finally, the Panel felt that the remaining provisions of the 2007 Protocol should be adopted in the Constitution. This covered matters such as the Chairman’s discretion to extend the 30 minute period by up to a further 10 minutes if needed and to ensure that questions from all political groups and independent members are dealt with in the order in which they were put and, so far as is possible, dealt with at the Council meeting.

Councillor Murray proposed that the 30 minutes should be divided equally between questions on Portfolio Holders reports and the rest on any other issues. Councillor Wixley agreed and seconded this proposal. This was agreed by the Committee to be added to the recommendations made to Council. The meeting briefly debated whether supplementary questions should be allowed but agreed this was a grey area and would be difficult to distinguish the differences between the questions asked.

RESOLVED:

(1) That the following changes be made to the procedure for dealing with questions without notice by members of the Council to the Leader of the Council, Cabinet members and the Chairman of the Overview and Scrutiny Committee:

(a) that the existing time limit for such questions be increased from 20 to 30 minutes and that priority be given to written questions for the first 15 minutes;

(b) that questions to the Chairman of the Overview and Scrutiny Committee be dealt with at Council meetings at the same time as other Overview and Scrutiny Business, separately from questions to the Leader of Council and Cabinet members;

(c) that a new provision be added to the Council Procedure Rules clarifying that no supplementary questions on questions without notice shall be permitted;

(d) that the remaining provisions of a Council Protocol approved in 2007 in respect of questions without notice being incorporated in the new revised Procedure Rules covering the following be recommended:

(i) Chairman's discretion to extend the period for questions without notice up to an additional ten minutes;

(ii) Questions on written reports by Cabinet members etc., and without notice on other subjects in the order in which they are put;

(iii) Chairman's discretion to extend the period by an additional ten minutes; and

(iv) Chairman to ensure that questions from all political groups and independent members are put.

(2) That the draft revisions to the Council Procedure Rules as set out be approved; and

(3) That a report be submitted to the Council recommending the adoption of the revised Council Procedure Rules and their publication as part of the Constitution.

85. OVERVIEW AND SCRUTINY DRAFT ANNUAL REPORT

The Committee considered the draft Overview and Scrutiny Annual Report. They noted that they could submit any comments to Democratic Services by the end of April 2014.

Councillor Murray said that it was a good report especially the pages covering Housing Scrutiny and was pleased with the case study chosen. He thanked the members of his Panel for their input during the year and also the members of Democratic Services for their help and support.

Councillor Angold-Stephens proposed a vote of thanks be given to Mr Hendry for writing the report and this was endorsed by the Committee.

RESOLVED:

(1) That the draft Overview and Scrutiny Committee Annual Report for 2013-14 was noted; and

- (2) That the final version of the report be given final approval at the July meeting.

86. CABINET FORWARD PLAN - MARCH 2014

The Committee reviewed the Cabinet's Forward Plan for March 2014. They were asked if they had any thing that they wished to raise and if they wished to have the Forward Plan on a meeting by meeting basis or on a quarterly basis.

The Committee noted that the Leisure Service Review needed to be added to the forward Plan as it was not listed at present and that for now the Forward Plan should go to each meeting.

RESOLVED:

- (1) That the Leisure Service review be added to the Forward Plan; and
- (2) That the Forward Plan be brought to each meeting of the Overview and Scrutiny Committee.

87. EAST HEARTS DRAFT DISTRICT PLAN - PREFERRED OPTIONS CONSULTATION

Ian White, the Forward Planning Manager introduced the report on the consultation of the Draft Plan from East Herts Council. The consultation would finish on 22nd May 2014. The Draft Plan was intended to be read as a whole and there were no set questions as part of the consultation – views were being sought on the whole document. The Plan, once adopted (assumed to be in 2016), would cover the period 2011 to 2031 and set out a framework for guiding sustainable development in the district. It was a high-level, strategic policy document and would be supplemented by more site specific and detailed publications, including Supplementary Planning Documents.

It was noted that East Herts had an area of 184 square miles and was predominantly rural with the five market towns of Bishop's Stortford, Buntingford, Hertford, Sawbridgeworth and Ware providing a range of services to the surrounding rural area. The southern third of the district was within the Metropolitan Green Belt. The towns of Harlow, Stevenage and Welwyn Garden City all abut the district boundary and there was pressure for expansion of all three into East Herts. There were also substantial cross-boundary influences from Cambridgeshire and Essex.

There was likely to be a need for at least 15,000 additional dwellings between 2011 and 2031 – i.e. about 750 new dwellings per year, which the Draft Plan acknowledged as being "very challenging". There will be a shortfall of about 1,100 houses in the period 2011 to 2016, which would be addressed over the remaining 15 years of the Plan. Para 47 of the National Planning Policy Framework (NPPF) required Local Plans to identify (and update annually) a supply of specific deliverable sites sufficient to provide five years' worth of housing against the agreed needs with an additional buffer of 5% to ensure choice and competition in the market for land.

The Draft Plan therefore acknowledged a housing requirement of at least 4,321 dwellings in the first 5 years after adoption (i.e. 2016 to 2021) comprising (i) 3,750 based on projected needs for 5 years; (ii) 365 towards compensation for the anticipated shortfall in the period 2011 to 2016; and (iii) 206 to allow a 5% buffer.

In the remaining period of the adopted Plan (i.e. 2021 to 2031) housing needs would be met at three "Broad Locations for Development". These were (a) north and east of Ware; (b) east of Welwyn Garden City; and (c) the Gilston area (i.e. north of Harlow). These are strategic areas where East Herts Council accepted the principle of development but where further research and testing was needed.

A separate chapter in the Draft Plan on the Gilston area advised that it would continue to be physically separated from Harlow and that development in that area would contribute to the needs of East Herts from (i) unmet housing needs in Bishop's Stortford and villages in the centre and east of the district; (ii) under-delivery elsewhere in the district; and (iii) reducing pressure for incremental housing development in other settlements.

While the Draft Plan makes passing reference to some of the requirements of "Planning policy for traveller sites" (CLG 2012), there was no mention of collaborative working or the consideration of the production of joint development plans that set targets on a cross-authority basis. The Draft Plan indicated that the district currently has only three authorised private Gypsy and Traveller sites currently totalling 11 pitches (but with planning permission for an additional 11).

In view of the difficulties this Council was facing in making suitable future provision for travellers, officers felt that it was very disappointing that no attempt had been made at least at collaborative working, if not a joint development plan approach. It was recognised that this was a complex and controversial issue, but as this district is 92% Green Belt (where traveller pitch etc. provision is inappropriate) while East Herts was about 33% Green Belt, officers felt that there should at least have been more attempt at co-operation in addressing this cross-boundary and strategic issue.

Mr White noted that a suggestion had been made and he agreed with that the first sentence in paragraph 10 of his report be replaced with: 'There will be requests from Harlow for some of what that Council identifies as regeneration needs to be met within Epping Forest District.'

Councillor Rolfe wanted to clarify if EFDC was not careful would we get everybody in our area. Mr White said no, but there was a need to identify suitable sites in our Local Plan and this was very challenging.

Councillor Watts was confused as we worked on the premise that the green belt was unavailable, so that what we have left has already been built in. Mr White replied that historically, every traveller site has been on the Green Belt and recent appeal decisions had independently concluded that the Green Belt was the only realistic option for future provision.

Councillor Bassett noted that we had major issues and could cause problems for the local population. We need to look how to share things out and develop areas, we can only put them in suitable places. We have created about 45 new pitches in the last 5 years, but this can be an issue for the future. The duty to co-operate can cause problems for us.

RESOLVED:

The Committee agreed that the following comments were sent to East Herts Council as a response to the consultation:

- (1) To note the demanding overall housing requirements and to support East Herts Council in making full provision for its needs;

- (2) To note the longer-term proposals for the Gilston area, and to encourage continued Member and senior officer co-operation and joint working, also involving Harlow Council, to monitor development progress in relation to other strategic planning and infrastructure issues in that general area;
- (3) To express concern that (a) the consultation was proceeding before a traveller accommodation needs assessment has been commissioned and (b) a five-year deliverable supply of sites had therefore not been identified; and
- (4) To express disappointment that the options of collaborative working and joint development plan provision for the travelling community have apparently not been considered.

88. LAST MEETING OF THE YEAR

The Chairman took the opportunity to thank all the members of the Committee, the Panels and all the officers for all their hard work over the last year enabling the scrutiny element of the council to function smoothly and efficiently. He especially thanked Mr Willett for all his hard work and guidance over the years, noting that this would be his last meeting; this sentiment was heartily endorsed by the entire meeting.

Councillor Murray took the opportunity to thank the Chairman, Councillor Morgan, for his good work over the last year.

CHAIRMAN

Report to Overview and Scrutiny Committee

Date of meeting: 1 July 2014



Portfolio: Leader (Councillor C. Whitbread)

Subject: Cabinet Priorities and Corporate Plan Key Objectives 2014/15

Responsible Officer: S. Tautz (01992 564180)

Democratic Services Officer: A. Hendry (01992 564246)

Recommendations/Decisions Required:

That the Committee receives details of the priorities of the Cabinet and the key objectives for 2014/15, from the Leader of the Council.

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 the end of 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 adopted 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 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 priorities for each year, and are supported by a range of actions and deliverables designed to achieve specific outcomes. Progress in relation to individual actions and deliverables is reviewed on a quarterly and outturn basis.

Reasons for Proposed Decision:

3. The annual adoption of key objectives and priorities supports the delivery of the Council's medium-term aims over the four-year period of the Corporate Plan, and provides an opportunity to focus attention on the achievement of specific outcomes and areas for improvement.

Other Options for Action:

4. The Council could have decided not to adopt key objectives for 2014/15, although this might have meant that opportunities for improvement were lost.

Report:

5. The Corporate Plan for 2011/12 to 2014/15 includes an annual supplement reflecting the Council's key objectives for each of the four years to the end of 2014/15.

6. The key objectives are intended to address national and local challenges and to provide a clear statement of the Council's overall priorities for each year. The key objectives identify specific deliverables and outcomes to be achieved through projects and initiatives, and measurable timescales to demonstrate progress. Performance against the individual deliverables and actions is reviewed by the Cabinet and the Overview and Scrutiny Committee on a quarterly basis.
7. In accordance with the decisions of the Council arising from the review of the authority's overview and scrutiny arrangements undertaken in 2013/14, the Leader of the Council will present the priorities of the Cabinet (Appendix 1) and the key objectives (Appendix 2) for the year ahead (compiled before the Annual Council meeting and the enlargement of the Cabinet) to this first meeting of the Committee in the municipal year.

Resource Implications:

Resource requirements for actions to achieve specific key objectives for 2014/15 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 2014/15 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 2014/15 will have been identified by the responsible service director/chief officer.

Consultation Undertaken:

The key objectives for 2014/15 were adopted by the Cabinet in April 2014.

Background Papers:

Corporate Plan 2011-2015.

Impact Assessments:

Risk Management

A decision not to adopt key objectives for 2014/15 could have meant that opportunities for improvement were lost. Relevant risk management issues arising from actions to achieve specific key objectives for 2014/15 will have been identified by the responsible service director/chief officer.

Equality:

There are no equality implications arising from the recommendations of this report. Relevant implications arising from actions to achieve specific key objectives for 2014/15 will have been identified by the responsible service director/chief officer.

KEY OBJECTIVES 2014/15

Theme	Key Objective	Medium-Term Aim	Key Deliverable	Target/How Measured	Lead Officer(s)
COMMUNICATIONS (Support Services Portfolio Holder)	Proactively promote the policies and reputation of the Council internally and externally;	Aim 3 - Innovative & transparent council; Aim 5 - Community leadership & protection of the character of the district;	(a) The communication of accurate and appropriate public information about the development of the Council's new waste management contract and future waste collection and recycling arrangements;	Publication/issue of relevant information at key stages of the development of the new waste management contract;	DoN
			(b) The communication of accurate and appropriate public information about the development of the new Local Plan for the Epping Forest District, which will guide future development decisions;	Publication/issue of relevant information at key stages of the Local Plan process;	DoN
			(c) The communication of accurate and appropriate information to make residents, members and partners aware of developments in respect of welfare reforms and the implications of reforms;	Publication/issue of relevant press releases and the inclusion of information in the Council Bulletin, within ten working days of any significant announcements by the government in respect of welfare reforms;	DoR
COMMUNITY ENGAGEMENT (Leisure & Wellbeing Portfolio Holder/Housing Portfolio Holder/Safer, Greener & Transport Portfolio Holder) Page 23	Engage with communities to put them at the centre of the Council's policy development and service design;	Aim 1 - Safeguard frontline services; Aim 3 - Innovative & transparent council; Aim 5 - Community leadership & protection of the character of the district;	(a) The development of the Community Engagement Programme for super output areas within the district and those areas with identified health inequalities;	Delivery of programme of community focussed consultation and community well-being initiatives by 31 March 2015;	DoC
			(b) The introduction of new site licences and licence conditions on authorised gypsy roma and traveller sites in the district;	(i) Undertaking of a consultation exercise with residents about the introduction of new site licences and licence conditions by 31 July 2014;	DoC
				(ii) Introduction of new site licences and conditions by 31 March 2015;	DoC
			(c) The introduction of revised off-street charging arrangements for public car parks in the district;	(i) Undertaking of a public consultation exercise in respect of proposed car park tariffs by 31 October 2014;	DoN
(ii) Adoption of off-street car parking strategy and parking tariffs by 31 March 2015;	DoN				
LOCAL PLAN (Planning Portfolio Holder)	Deliver a robust and resilient Local Plan that facilitates appropriate growth, whilst protecting the special character of the district;	Aim 3 - Innovative & transparent council; Aim 5 - Community leadership & protection of the character of the district;	The delivery of a new Local Plan for the Epping Forest District to guide future development decisions;	Publication of local plan preferred options consultation document by 30 October 2014;	DoN
				Publication of the new Local Plan, following the preferred options consultation, by 30 September 2015;	DoN

OPERATING MODELS (Leader/Relevant Portfolio Holders)	Promote cultural change to breakdown silo working, and implement new, flexible ways of working;	Aim 1 - Safeguard frontline services;	(a) The development of an overarching Organisational Development Plan to provide direction for how the Council needs to develop in the future;	Adoption of Organisational Development Plan by 31 December 2014;	CE / Mgmt Board
		Aim 3 - Innovative & transparent council;	(b) The completion of the second phase ('Phase 2') of the organisational review of the Council's existing officer/service structure;	(i) Agreement of all Phase 2 organisational structures by 30 September 2014;	Mgmt Board
		Aim 4 - Improve efficiency & maximise revenue from assets;		(ii) Full implementation of all Phase 2 organisational structures by 31 March 2015;	Mgmt Board
		Aim 5 - Community leadership & protection of the character of the district;	(c) The delivery of the Council's organisational values and behaviours;	(i) Development of action plan to embed values and behaviours within each directorate, identifying processes and training needs, by 31 March 2014;	Mgmt Board
				(ii) Rollout of assessment of performance against values and behaviours through Performance and Development Review Process by 31 December 2014;	DoR
		(d) The development of a more commercial approach to service delivery;	(i) Adoption of corporate customer-focussed approach to service delivery by 30 September 2014;	(ii) Consideration of options for generation of increased revenue by appropriate traded services, by 31 March 2015;	CE / Mgmt Board
				(e) The review of the outsourced Out of Hours Call Handling Service for all emergency and routine housing repairs reports and appointments;	Consideration of review of operation of service by Management Board, by 31 March 2015;
		(f) The development of a corporate approach to flexible working arrangements;	(i) Investigation of options for flexible working, in terms of ICT and changes to corporate policy and culture, by 30 September 2014;	(ii) Adoption of appropriate flexible working strategies and policies by 31 March 2015;	CE / Mgmt Board
				(g) The implementation of the National Land and Property Gazetteer (LLPG) to provide unique identification of land and property within the district;	Achievement of a 'fit for purpose' standard of implementation of the LLPG proportionate to the Council's requirements for land and property identification, by 31 July 2014;
		(h) The review of the Council's new Housing Allocation Scheme and Tenancy Policy, after one year of operation;	(i) Completion of the review of the Allocation Scheme and Tenancy Policy by 31 December 2014;	(ii) Implementation of any changes required to the Policy by 31 March 2015;	DoC
				(i) The implementation of the Council's combined Child and Adult Safeguarding Policy, covering all aspects of safeguarding for children, young people and vulnerable adults;	Completion of appropriate training on the requirements of the Safeguarding Policy and full understanding of safeguarding roles by all members and identified staff, by 31 March 2015;

			(j) The determination of the Council's Housing Strategy for 2013-2016, setting out the future strategic approach to housing within the district;	Adoption of new Housing Strategy by 31 December 2014;	DoC	
			(k) The development of the Council's Economic Development Strategy, setting out its support for the development of the local economy;	Adoption of Economic Development Strategy by 30 September 2014;	DoG	
			(l) The development of the Council's Waste Strategy, in conjunction with arrangements for the letting of a new waste management contract;	Adoption of Waste Strategy by 31 March 2015;	DoN	
			(m) The development of the Council's Leisure, Culture and Community Strategy, in conjunction with arrangements for the letting of a new Leisure Management Contract;	Adoption of Leisure, Culture and Community Strategy by 31 July 2014;	DoN / DoC	
			(n) The development of the Council's Operational Property Strategy, setting out arrangements for the effective management of its property assets;	Adoption of Operational Property Strategy by 30 September 2014;	CE / DoR	
PERFORMANCE (Finance & Technology Portfolio Holder)	Deliver key priorities within budget;	Aim 2 - Lowest District Council Tax in Essex; Aim 3 - Innovative & transparent council; Aim 5 - Community leadership & protection of the character of the district;	(a) The delivery of all key outcomes;	(i) Achievement of targets for all Key Performance Indicators for 2014/15 by 31 March 2015;	CE / Mgmt Board	
				(ii) Achievement of specified deliverables for all key objectives for 2014/15;	CE / Mgmt Board	
			(b) The consumption of resources within budget;	Containment of capital and revenue outturn for 2014/15 within the budget for the year;		DoR
			(c) The setting of a consistently low District Council Tax, whilst ensuring the protection of the delivery of front-line services;	Setting of low level of Council Tax for 2015/16, compared with other Essex district authorities, by 28 February 2015;		DoR
			(d) The undertaking of appropriate process improvement activity in accordance with the recommendations of the National Audit Office (NAO), following the NAO process review completed in 2013;	(i) Identification, review and re-engineering as necessary, of three sample processes across different directorates, by 31 March 2015;		CE / Mgmt Board
				(ii) Realignment of key performance indicator set to reflect additional qualitative outcomes, by 31 March 2015;		CE / Mgmt Board
PUBLIC HEALTH (Leisure & Wellbeing Portfolio Holder)	Prepare for changes arising from the transfer of public health responsibilities;	Aim 5 - Community leadership & protection of the character of the district;	The provision of appropriate services to meet the health and wellbeing needs of all residents of the Epping Forest District;	Adoption of the West Essex Health and Wellbeing Strategy by 31 July 2014;	DoN	

STRATEGIC SITES (Asset Management & Economic Development Portfolio Holder/Housing Portfolio Holder)	Maximise the potential of the Council's key development sites;	Aim 4 - Improve efficiency & maximise revenue from assets; Aim 5 - Community leadership & protection of the character of the district;	(a) The development, subject to agreement with third-party owners, external challenge market forces and member decisions, of robust plans for the development of the T11 site at Langston Road, Loughton;	(i) Completion of a development agreement with the owner of the T11 site by 31 March 2015;	DoG
				(ii) Facilitation of a detailed planning application for the T11 site by 30 November 2015;	DoG
				(iii) Commencement of development by 31 March 2016;	DoG
			(b) The preparation, subject to the resolution of relevant dependent factors, of a development brief for North Weald Airfield in accordance with the recommendations of the review undertaken by Deloitte;	Incorporation of agreed recommendations arising from the review of North Weald Airfield, as part of the development of the new Local Plan, by 31 March 2015;	DoN
			(c) The development, subject to the commitment of Essex County Council, Epping Town Council, and other third-party owners, of robust plans for the disposal of all or part of the site at St. John's Road, Epping, identified within the Development Brief;	Relocation of the Housing Repairs Depot by 31 March 2015, to enable the depot site to be developed as part of the St. Johns Road redevelopment and to meet current and future needs;	DoC
			(d) The disposal, subject to member decisions, of the Council's nursery site at Pyrles Lane, Loughton;	Relocation of the Nursery Service from the Pyrles Lane site by 30 September 2015;	DoG
			(e) The development of depot provision at Oakwood Hill, Loughton;	(i) Facilitation of a detailed planning application for depot provision by 31 July 2014;	DoG
				(ii) Procurement of the detailed design and development of the Oakwood Hill site by 30 October 2014;	DoG
				(iii) Commencement of development by 31 March 2015;	DoG
			(f) The commencement, subject to appropriate planning consents, of the Council's new housebuilding programme to provide additional affordable housing in the district;	(i) Start on site at first site in Phase 1 of the housebuilding programme (Waltham Abbey) by 31 August 2014,	DoC
				(ii) Obtain Investment Partner status with the Homes and Communities Agency (HCA), to become eligible for HCA funding by 31 December 2014;	DoC
				(iii) Start on site at Phase 2 of the housebuilding programme (Burton Road, Loughton) by 31 March 2015;	DoC
			(g) The conversion of twenty difficult-to-let bedsits at Marden Close and Faversham Hall, Chigwell Row, into twelve self-contained flats,	Completion of conversion scheme by 30 April 2015;	DoC
			(h) The extension and refurbishment of the Epping Forest District Museum, assisted by Heritage Lottery Funding, to increase the size of the Museum and improve accommodation for displaying exhibits;	Commencement of museum extension and refurbishment works by 31 December 2014;	DoC
			(i) The undertaking of an Environmental Estate Improvement Scheme at Oakwood Hill, Loughton in partnership with Essex County Council and others;	Agreement and commencement of identified estate improvement works by 31 March 2015;	DoC

WELFARE REFORM Finance & Technology Portfolio Holder)	Prepare and plan for the effects of welfare reforms in an effective and co-ordinated way;	Aim 1 - Safeguard frontline services; Aim 5 - Community leadership & protection of the character of the district;	(a) The implementation of an amended and updated scheme of local support for Council Tax, to provide the greatest possible protection to residents whilst remaining cost neutral;	Adoption of updated local Council Tax Support Scheme by 31 December 2014;	DoR
			(b) The retention of adequate resources to ensure that the threat of fraud is effectively managed;	Determination of the Council's response to any further announcements by the Department for Work and Pensions on the reation of a Single Fraud Investigation Service, by 31 December 2014;	DoR
			(c) The retention of adequate resources to ensure that the Council's benefit function is effectively operated and managed;	Determination of the Council's response to any further announcements by the Department for Work and Pensions on Universal Credit and the role of local authorities in future service provision by 31 December 2014;	DoR

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**Epping Forest
District Council**

THE KEY DECISION LIST

INCLUDING PROPOSED PRIVATE DECISIONS

(9 June 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 - 9 JUNE 2014 TO 3 OCTOBER 2014

PORTFOLIO - LEADER

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
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WORK PROGRAMME - 9 JUNE 2014 TO 3 OCTOBER 2014

PORTFOLIO - PLANNING

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Local Plan Draft Plan Consultation	To agree the draft consultation document for public consultation.	Yes	21 July 2014	Cabinet		Amanda Thorn 01992 564543	
Local Development Scheme Update	To update the Local Development Scheme, the high level project plan for the Local Plan, and resourcing issues.	Yes	21 July 2014	Cabinet		Anna Cronin 01992 564119	Local Development Scheme, published July 2013
Theydon Bois Neighbourhood Plan	To designate a Neighbourhood Plan area for Theydon Bois.	Yes	21 July 2014	Cabinet		Anna Cronin 01992 564119	Correspondence form Theydon Bois Parish Council
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	

WORK PROGRAMME - 9 JUNE 2014 TO 3 OCTOBER 2014

PORTFOLIO - FINANCE & TECHNOLOGY

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Council Bailiff	Review of the internal Bailiff service	Yes	21 July 2014	Cabinet		Rob Pavey 01992 564211	None
Local Council Tax Support Scheme	Scheme setting process for 2015/15, including: 1...Consider amendments; 2...Finalise scheme; and 3...Approve scheme.	Yes	21 July 2014 1 December 2014 16 December 2014	Cabinet Cabinet Council		Janet Twinn 01992 564215	
Corporate Risk Update	Quarterly update of the corporate risk register	Yes	28 July 2014 8 September 2014	Finance and Performance Management Cabinet Committee Cabinet		Bob Palmer 01992 564279	
Budget 2015/16	The Budget setting process for 2015/16, including: 1...Financial Issues Paper 2...Fees & Charges 3...Draft Budget Lists 4...Executive Approval	Yes	28 July 2014 13 November 2014 19 January 2015 2 February 2015	Finance and Performance Management Cabinet Committee Finance and Performance Management Cabinet Committee Finance and Performance Management Cabinet Committee Cabinet		Bob Palmer 01992 564279	

	5...Final Approval		17 February 2015	Council			
ICT Capital Programme	Review of the ICT capital schemes covering current & future years.	Yes	6 October 2014	Cabinet		Bob Palmer 01992 564279	
Corporate Risk Update	Quarterly update of the Corporate Risk Register	Yes	13 November 2014	Finance and Performance Management Cabinet Committee		Bob Palmer 01992 564279	
			1 December 2014	Cabinet			
Corporate Risk Update	Quarterly update of the Corporate Risk Register	Yes	19 January 2015	Finance and Performance Management Cabinet Committee		Bob Palmer 01992 564279	
			2 February 2015	Cabinet			

WORK PROGRAMME - 9 JUNE 2014 TO 3 OCTOBER 2014

PORTFOLIO - ENVIRONMENT

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
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	
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	6 October 2014	Cabinet		Kim Durrani 01992 564055	

WORK PROGRAMME - 9 JUNE 2014 TO 3 OCTOBER 2014

PORTFOLIO - HOUSING

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Annual Review of Waivers to Contract Standing Orders	To agree required waivers to Contract Standing Orders.	No	23 June 2014	Cabinet		Paul Pledger 01992 564248	
Council Housebuilding Programme	To receive the annual report from the Council Housebuilding Cabinet Committee on progress and costs of the programme.	Yes	23 June 2014	Cabinet		Paul Pledger 01992 564248	
Charges for Depositing Park Home Site Rules	To agree the charges	Yes	23 June 2014	Cabinet		Lyndsay Swan 01992 564146	
Policy of Use of Undevelopable Surplus Sites	To agree a policy	Yes	23 June 2014	Cabinet		Alan Hall 01992 564004	
Housing Service Strategy - Social Housing Fraud	To adopt the Strategy.	No	Before 27 June 2014	Housing Portfolio Holder	YES, paragraph (7)	Roger Wilson 01992 564419	
Electrical Heating	To approve the tender	Yes	4 July 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	
Phase 1 - Council Housebuilding Programme	To agree the Works tenders	Yes	4 August 2014	Council Housebuilding Cabinet Committee		Paul Pledger 01992 564248	Tender report

Licence Conditions for Gypsy, Roma and Traveller Sites	To agree the licence conditions following consultation	Yes	8 September 2014	Cabinet		Lyndsay Swan 01992 564146	Consultation Document
Housing Development Strategy	To approve an updated Strategy	Yes	8 September 2014	Cabinet		Paul Pledger 01992 564248	
Off Street Parking Programme	To appoint the Council's Off-Street Parking Consultant.	Yes	7 November 2014	Housing Portfolio Holder		Paul Pledger 01992 564248	Tender Document
	To agree the future programme.		2 February 2015	Cabinet			
Housing Strategy 2013-16	To approve the adoption of the new Housing Strategy	Yes	2 February 2015	Cabinet		Alan Hall 01992 564004	
			21 April 2015	Council			
Council Housebuilding Programme Review	Annual review of sequencing/phasing of sites.	Yes	9 March 2015	Cabinet		Alan Hall 01992 564004	
Housing Improvements and Service Enhancements 2015/16	To agree the list of improvements & enhancements for 2015/16.	Yes	9 March 2015	Cabinet		Alan Hall 01992 564004	

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
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WORK PROGRAMME - 9 JUNE 2014 TO 3 OCTOBER 2014

PORTFOLIO - SAFER, GREENER AND TRANSPORT

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Criteria for award of Contract for small Street Furniture Maintenance	Agree award criteria and term of contract for installation and maintenance of small street furniture across the District.	Yes	Before 27 June 2014	Safer, Greener and Transport Portfolio Holder		Kim Durrani 01992 564055	
Criteria for tender for purchase of Pay and Display Machines	Invite tenders for the purchase of Pay and Display Machines in Council car parks that have reached the end of their useful life.	Yes	Before 27 June 2014	Safer, Greener and Transport Portfolio Holder		Kim Durrani 01992 564055	
Parking Strategy	Report outcome of parking strategy consultation and any changes required.	Yes	8 September 2014	Cabinet		Kim Durrani 01992 564055	

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WORK PROGRAMME - 9 JUNE 2014 TO 3 OCTOBER 2014**PORTFOLIO - SUPPORT SERVICES**

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 - 9 JUNE 2014 TO 3 OCTOBER 2014

PORTFOLIO - ASSET MANAGEMENT & ECONOMIC DEVELOPMENT

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Lindsay House, Epping	Sale of freehold interest.	Yes	23 June 2014	Cabinet		Mark Scott 01992 564407	Case File

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Report to Overview and Scrutiny Committee

Date of meeting: 1 July 2014



Portfolio: Leader (Councillor C. Whitbread)

Subject: Corporate Plan Key Objectives 2013/14 – Outturn

Responsible Officer: S. Tautz (01992 564180)

Democratic Services Officer: A. Hendry (01992 564246)

Recommendations/Decisions Required:

That the Committee review the end of year position 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 attention on how areas for improvement will be addressed, opportunities exploited and better outcomes delivered during the year. The key objectives are intended to provide a clear statement of the Council's overall intentions for each year, and are supported by a range of actions and deliverables designed to achieve specific outcomes.
3. A range of key objectives for 2013/14 was adopted by the Cabinet in March 2013. Progress in relation to individual actions and deliverables is reviewed by the Cabinet and the Overview and Scrutiny Committee on a quarterly and outturn basis.

Reasons for Proposed Decision:

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 year-end 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 nine months of the year was considered by the Committee at its meeting on 25 February 2014.
10. A schedule detailing year-end 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 outturn position for each individual deliverable or action:

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

Under Control (Amber) - specific deliverables or actions were not completed or achieved in accordance with in-year targets, but completion/achievement is intended to be secured by a revised (specified) target date in 2014/15;

Behind Schedule (Red) - specific deliverables or actions were not completed or achieved in accordance with in-year targets; and

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

11. At the end of the year, 23 (42.6%) of the individual deliverables or actions supporting the key objectives had either been completed or achieved. Some 20 (37.0%) deliverables or actions were not completed by year-end, although revised target completion dates during 2014/15 have been identified for 15 of these. A further 11 (20.3%) deliverables or actions were on-hold at year-end, as a result of external circumstances.
12. The Committee is requested to review year-end progress against the key objectives for 2013/14. This report was considered by the Cabinet on 23 June 2014.

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 (28 May 2014) and the Cabinet (23 June 2014).

Background Papers:

Year-end 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.

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CORPORATE PLAN KEY OBJECTIVES 2013/14 – OUTTURN

Outturn Status/Progress Key

Achieved (Green) - action completed or achieved in accordance with in-year target;

Under Control (Amber) - action not completed or achieved in accordance with in-year targets, but completion/achievement intended to be secured by a revised (specified) target date;

Behind Schedule (Red) - actions not completed or achieved in accordance with in-year targets; and

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

1. To proactively promote the policies and reputation of the Council internally and externally

Action	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) (Q4 2013/14) Achieved. External Communications Calendar considered by Management Board, agreed and issued. Calendar regularly updated by Public Relations and Marketing Officer and presented to Management Board on a monthly basis.</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> <p>(Q4 2013/14) Accessibility issues with the Newsflash upgrade have persisted, although upgrade permissions are now in place and installation is expected to be achieved by 31 July 2014.</p>

(c) - Development of a Social Networking Strategy and increased use of social media	Deputy Chief Executive	30-Jun-13		Achieved	<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> <p>(Q4 2013/14) Social Media Strategy completed and approved by Management Board on 19 March 2014. Relevant action and initiatives are implemented.</p>
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2. To engage with communities to put them at the centre of the Council's policy development and service design

Action	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) (Q4 2013/14) Achieved. 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 of stakeholders underway in liaison with Local Strategic Partnership (LSP).</p> <p>(Q2 2013/14) (Q3 2013/14) (Q4 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>

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<p>(c) - Facilitation of new Tenant Scrutiny Panel</p>	<p>Director of Housing</p>	<p>31-May-13</p>		<p>Achieved</p>	<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> <p>(Q4 2013/14) Achieved. The Tenant Scrutiny Panel has completed it first service review (on the handling of complaints and made a number of recommendations. Their report has been presented to both the full Tenants and Leaseholders Federation and the Housing Scrutiny Panel, with most of the recommendations being accepted and taken forward.</p>
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3. 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	Lead Officer	Target Date	Status	Progress
(a) - Determination of the council's Housing Strategy for 2013-16	Director of Housing	31-Dec-13	Pending	<p>(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.</p> <p>(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.</p> <p>(Q3 2013/14) (Q4 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.</p>

(b) - Development of council's Economic Development Strategy	Director of Planning and Economic Development	30-Nov-13		Behind schedule	<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>(Q4 2013/14) Specialist consultants have been appointed to produce an Economic and Employment Study as part of the evidence base for the new Local Plan, which will provide useful data to underpin the development of the Economic Development Strategy. The Council has allocated £30,000 to support the work of the Food Task Force and a review of future staffing and resource replacements for economic development is underway. Recruitment to a temporary Tourism Officer post will start shortly.</p>
(c) - Development of the council's Waste Strategy	Director of Environment and Street Scene	30-Sep-13		Achieved	<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>(Q4 2013/14) The Council appointed Biffa as its new waste management contractor in May 2014, with the contract due to commence in November 2014. The new contract will deliver revenue savings and a number of quality and customer care initiatives will also be implemented. Collection arrangements for residents will retain the status-quo, as the Council has decided not to introduce a third wheeled-bin.</p>

(d) - Development of the council's Leisure Strategy	Director of Environment and Street Scene/Deputy Chief Executive	30-Nov-13		Under Control	<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>(Q4 2013/14) The Portfolio Holder Advisory Group has now met on a number of occasions. Members have recently considered procurement options for the next Leisure Management Contract and what they wish to achieve with respect to health improvement initiatives. The strategy will be prepared in draft by 31 July 2014, for formal adoption in October 2014.</p>
(e) - Development of the council's Operational Property Strategy	Chief Executive	31-Dec-13		Under Control	<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) (Q4 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>

(f) - Determination of the council's approach to the 'Green Deal' initiative	Director of Planning and Economic Development	30-Jun-13		Achieved	(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. (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. (Q3 2013/14) (Q4 2013/14) Achieved. 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.
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4. To deliver a robust and resilient Local Plan that facilitates appropriate growth, whilst protecting the special character of the district




Action	Lead Officer	Target Date		Status	Progress
(a) - Adoption of Community & Engagement Strategy for Local Plan	Director of Planning and Economic Development	1-Apr-13		Achieved	(Q1 2013/14) Achieved. Engagement Strategy agreed by the Cabinet on 23 April 2013. (Q2 2013/14) (Q3 2013/14) (Q4 2013/14) Achieved 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. (Q4 2013/14) Achieved.
(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. (Q4 2013/14) The Cabinet will consider an updated Local Development Scheme at its meeting in July 2014.

(c) - Publication of Local Plan	Director of Planning and Economic Development	31-Oct-13		Under Control	<p>(Q1 2013/14) New timetable to be considered by the Cabinet on 22 July 2013.</p> <p>(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.</p> <p>(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.</p> <p>(Q4 2013/14) The Cabinet will consider an updated Local Development Scheme at its meeting in July 2014.</p>
(d) - Compliance with duty to co-operate	Director of Planning and Economic Development	31-Oct-14		Ongoing	<p>(Q1 2013/14) Compliance with the Duty to Cooperate is a significant and ongoing effort.</p> <p>(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.</p> <p>(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.</p> <p>(Q4 2013/14) A considerable amount of work around the Duty to Cooperate is in place, including meetings between the SHMA parties on a regular basis, engagement with Harlow Council around sites adjacent to their borders and joint-training delivered by the Planning Inspectorate with neighbouring authorities in West Essex and East Hertfordshire.</p>



5. To promote internal cultural change to break down silo working and implement new, flexible ways of working

Action	Lead Officer	Target Date		Status	Progress
(a) - Develop overarching Organisational Development Plan	Chief Executive	30-Jun-13		Under Control	<p>(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.</p> <p>(Q3 2013/14) (Q3 2013/14) The agreement of the new senior management structure was postponed from the Council meeting in September 2013, until December 2013, which impacted the completion of this action. An Organisational Development Plan will now be prepared as part of the implementation of the second phase of the restructure, by 30 September 2014.</p>

<p>(b) - Review senior management structure</p>	<p>Chief Executive</p>	<p>31-Dec-13</p>		<p>Achieved</p>	<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) (Q4 2013/14) Achieved. New senior management structure proposals agreed by the Council on 17 December 2013.</p>
<p>(c) - (i) Undertake staff attitude survey</p>	<p>Chief Executive</p>	<p>30-Jun-13</p>		<p>Achieved</p>	<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) (Q4 2013/14) Action plans are being developed to address specific issues raised in the survey, as part of the new directorate structure.</p>
<p>(c) - (ii) Publication of organisational values and behaviours and incorporation in to working practices</p>	<p>Chief Executive</p>	<p>30-Jun-13</p>		<p>Under Control</p>	<p>(Q1 2013/14) Values and behaviours drafted and agreed. Soft launch in July 2013 staff briefing. Performance & 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> <p>(Q4 2013/14) Feedback from the initial process with Directors and Assistant Directors is to be considered before Council-wide roll-out at the next PDR cycle in January 2015.</p>

<p>(d) - (i) Adoption of customer centric approach to service delivery</p>	<p>Chief Executive</p>	<p>31-Mar-14</p>		<p>Behind Schedule</p>	<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 is to be carried out as part of the implementation of the second phase of the senior management restructure, by 30 September 2014.</p> <p>(Q4 2013/14) Discussions with Bath and North-East Somerset Council about their approach to customer-focused service delivery have been held by the Leadership Team, and a number of possible service areas have been identified for implementation as pilot projects. Visits to Bath and Maldon District Council's new customer contact centre are to be undertaken.</p>
<p>(d) - (ii) Generation of increased revenue for traded services</p>	<p>Chief Executive</p>	<p>(not specified)</p>		<p>On Target</p>	<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> <p>(Q4 2013/14) Budget approved and Saville's report received. The Chief Executive has met with the Rigby Group Plc to consider the revenue potential of the airfield.</p>
<p>(e) - Consider feasibility of a one-stop-shop at the Broadway, Loughton</p>	<p>Director of Housing</p>	<p>30-Jun-13</p>		<p>Pending</p>	<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) (Q4 2013/14) No further action required at this stage.</p>

<p>(f) - Provision of a more effective and efficient corporate out-of-hours emergency reporting service</p>	<p>Director of Housing/Director of Corporate Support Services</p>	<p>31-Mar-14</p>		<p>Achieved</p>	<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> <p>(Q4 2013/14) The new out-of-hours call handling service was successfully transferred to Mears on 31 March 2014. A few teething problems with the Council's telephony system were initially experienced but, generally, the new arrangements are working well.</p>
<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) (Q4 2013/14) Achieved.</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>Behind Schedule</p>	<p>(Q1 2013/14) A draft ICT Strategy has been considered by the Leadership Team and this will be presented to the Finance & 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>(Q4 2013/14) Progress as reported for the third quarter. This work will be carried forward into 2014/15.</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) (Q4 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>

j) - (i) Achievement of the 'Silver' service grade for the Local Land and Property Gazetteer	Director of Environment and Street Scene	30-Apr-13		Under Control	<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>(Q4 2013/14) There are very few queries remaining outstanding and it is anticipated that the service will achieve a 'silver' rating at the next evaluation. Work is largely complete on the review and updating of the Gazetteer and additional resources from Broxbourne Borough Council are no longer required. It is intended to have the LLPG refreshed and ready for the commencement of the new Waste Management Contract in November 2014.</p>
j) - (ii) Completion of the Gazetteer structure considerations	Director of Environment and Street Scene	30-Sep-13		Achieved	<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) (Q4 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>

(k) - Review of future provision of Careline Service	Director of Housing	31-Mar-14		Pending	<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) (Q4 2013/14) No further information has been received from Essex County Council in connection with future telecare arrangements.</p>
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6. To deliver key priorities within budget

Action	Officer	Target Date		Status	Progress
(a) - Development of revised key indicator set based on key strategies	All Directors	31-Mar-14		Achieved	<p>(Q1 2013/14) Revised key performance indicator set adopted for 2013/14 adopted by Finance and Performance Management Cabinet Committee in March 2013.</p> <p>(Q2 2013/14) (Q3 2013/14) (Q4 2013/14) Achieved.</p>
(b) - Delivery of all key outcomes	All Directors	31-Mar-14		Behind Schedule	<p>(Q1 2013/14) At the end of the first quarter of the year, 58.8% of the key performance indicators had achieved target performance.</p> <p>(Q2 2013/14) At the end of the second quarter of the year, 20.3% of the individual deliverables or actions supporting the key objectives for 2013/14 had been achieved. For the same period, 74.3% of the key performance indicators also achieved target performance.</p> <p>(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 for 2013/14 had been 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 key performance indicators also achieved cumulative target performance.</p> <p>(Q4 2013/14) At the end of the year, 23 (42.6%) individual actions supporting the key objectives for 2013/14 had been completed. Although 20 (37.0%) actions were not completed by year-end, revised target completion dates during 2014/1516 have been identified for 15 of these. A further 11 (20.3%) actions were on-hold at year-end, as a result of external circumstances. For the same period, 80% of the key performance indicators also achieved cumulative target performance.</p>

<p>(c) - Consumption of resources within budget</p>	<p>Director of Finance and ICT</p>	<p>31-Mar-14</p>		<p>Under Control</p>	<p>(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.</p> <p>(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.</p> <p>(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.</p> <p>(Q4 2013/14) The accounts are still being closed for 2013/14 but the expectation remains that the use of reserves will be in line with the revised estimates.</p>
<p>d) - Setting of a consistently low district council tax</p>	<p>Director of Finance and ICT</p>	<p>1-Apr-13</p>		<p>Achieved</p>	<p>(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.</p> <p>(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.</p> <p>(Q3 2013/14) It is likely that the Council Tax will continue to be frozen for both 2014/15 and 2015/16.</p> <p>(Q4 2013/14) The Council Tax was frozen for 2014/15.</p>

7. To prepare for changes arising from the transfer of public health responsibilities

Action	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 & 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 & 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) (Q4 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>

8. To maximise the potential of the Council's key development sites

Action	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> <p>(Q4 2013/14) Expert advice on joint venture structures and tax planning is nearing completion. It is intended that a report on the preferred option, together with a draft development agreement, will be considered by the Cabinet in September 2014.</p>
(a) - (ii) Facilitation of a detailed planning application for the T11 site	Director of Corporate Support Services	31-Dec-13	Pending	<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> <p>(Q4 2013/14) The timing of the detailed planning application remains linked to the negotiations reported earlier in 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>

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					(Q4 2013/14) The current waste management contractor will vacate the site by 31 March 2015.
(b) - (i) Consideration of a report reviewing the future of North Weald Airfield	Director of Environment and Street Scene	10-Jun-13		Achieved	(Q1 2013/14) Report completed. To be presented to the Cabinet on 22 July 2013. (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. (Q3 2013/14) (Q4 2013/14) Achieved.
(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		Behind Schedule	(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. (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. (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. (Q4 2013/14) An exhibition is to be held on the 28 June 2014 in North Weald to update the emerging options for the North Weald Bassett Masterplan. These will feedback to the local community what preferences are expressed at the initial consultation event with regard to new homes, jobs and community facilities. The final report will go forward to be adopted as part of the Local Plan process.
(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		Under Control	(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. (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. (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. (Q4 2013/14) The draft Heads of Terms have been drawn up between the three external firms. The Project Board is to meet in late-June 2014 with a view to recommending a course of action for consideration by the Cabinet in September 2014.

<p>(c) - (ii) Relocation of the Housing Repairs Depot by 31 March 2014</p>	<p>Director of Housing/Director of Corporate Support Services</p>	<p>31-Mar-14</p>		<p>Pending</p>	<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> <p>(Q4 2013/14) Awaiting the outcome of the review of the Council's fleet operations service, since this may result in accommodation being available from the authority's own estate portfolio.</p>
<p>(d) - (i) Determination of a planning application for the nursery site at Pырles Lane</p>	<p>Director of Corporate Support Services</p>	<p>30-Jun-14</p>		<p>Achieved</p>	<p>(Q1 2013/14) Planning application refused.</p> <p>(Q2 2013/14) (Q3 2013/14)</p> <p>(Q4 2013/14) It is intended that a new planning application will be considered by the appropriate Plans Sub-Committee in July 2014.</p>
<p>(d) - (ii) Relocation of the Nursery Service from the Pырles Lane site</p>	<p>Director of Corporate Support Services</p>	<p>31-Dec-14</p>		<p>Pending</p>	<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>(Q4 2013/14) The completion of this action is dependent on the determination of the new planning application to be considered by the appropriate Plans Sub-Committee in July 2014.</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>Under Control</p>	<p>Q1 2013/14) The Broadway Regeneration Action Plan, which relates to the land under the control of the Council, was adopted by the Cabinet in 2012. Before the development of the land can be progressed: (a) the Parish of Loughton needs to decide whether it wishes to provide a new church and community hall on EFDC-owned land in The Broadway, enabling replacement housing to be provided 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) seeking a meeting with to discuss the Church's aspirations and intentions, in order to move forward; and (b) the outcome of the proposed</p>

re-redevelopment of the Sir Winston Churchill PH site by a private developer, which may or may not include some of the Council's land, needs to be determined. Once the way forward is clearer, the Council's Preferred Housing Association Partners will be invited to 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 discussions with the Council about a proposed development 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 well 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.

(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 by the developer 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.

(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 amongst its membership 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 a development appraisal and financial appraisal 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 thereby the number of properties provided), and that a planning application should be submitted accordingly. Separately, the Director of Housing has met with Moat Housing to discuss 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 on 13 February 2014.

(Q4 2013/14) The Council Housebuilding Cabinet Committee has agreed that planning permission should be sought to provide 56 new affordable rented homes on the Council's land at Burton Road, Loughton (south of The Broadway), and the planning application is currently being drafted. The Director of Communities is in discussion with Moat Housing about the possible provision of an affordable rented housing scheme on the Council's difficult-to-let garage site in Vere Road, Loughton (north of The Broadway), incorporating a large number of parking spaces for residents of the proposed development at the Sir Winston Churchill PH site.

<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>Under Control</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 still ongoing to allow a resubmission of the planning application.</p> <p>(Q4 2013/14) Dependent on the outcome of the consultation reported in the third quarter, it is intended that the planning application will be resubmitted in July 2014.</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>Pending</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>(Q4 2013/14) The completion of this action is dependent on the outcome of the planning application intended to be resubmitted in July 2014.</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>Pending</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 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>(Q4 2013/14) The completion of this action is dependent on the outcome of the planning application intended to be resubmitted in July 2014.</p>

<p>(g) - Commencement of the council's new house building programme</p>	<p>Director of Housing</p>	<p>31-Mar-14</p>		<p>Under Control</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> <p>(Q4 2013/14) Tenders for the works for Phase 1 have been invited. Start on Site is planned for July 2014.</p>
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9. To prepare and plan for the effects of welfare reforms in an effective and coordinated way

Action	Officer	Target Date	Status	Progress
<p>Page 17</p> <p>- Delivery of the council's Welfare Reform Mitigation Action Plan</p>	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) (Q4 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) (Q4 2013/14) Achieved. 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>Pending</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>(Q4 2013/14) Still awaiting detailed information from the Department for Work and Pensions. .</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>(Q4 2013/14) Detailed information on Universal Credit and the future role of Local Authorities is still awaited. Staff retention has not been a significant problem and all key performance targets for the year were achieved.</p>

(e) - Publication of appropriate information in respect of welfare reforms and the implications	Director of Finance and ICT	(not specified)		5. Pending	(Q1 2013/14) (Q2 2013/14) (Q3 2013/14) (Q4 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.
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Task and Finish Panels

Review of Scrutiny Panels Task and Finish Panel

Nominations 2014/15
Chairman:
Vice-Chairman:
Conservative Group: Mrs R Gadsby, A Grigg, M Sartin, D Stallan
LRA: K Angold-Stephens
Liberal Democrats: J H Whitehouse
Other Nominations:
<i>(The above were the Panel members from last year's T&F Panel)</i>

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Origin:

At their meeting on 1 April 2014 the Overview and Scrutiny Committee agreed that a Task and Finish Panel be constituted to consider the future structure of the Scrutiny Panels and how they would fit into the new Directorate Structure of the Council.

They also suggested that as far as possible the members of the recent Overview and Scrutiny Review Task and Finish Panel be reappointed to consider the whole matter further.

Draft Terms of Reference:

- 1) That the Panel consider the future structure of the Scrutiny Panels and how they would fit into the new Directorate Structure of the Council, taking into consideration the report of the recent O&S Review Task and Finish Panel.
- 2) The Panel should:
 - consider if the Council should keep the current five Panel Structure; or
 - Move to a Panel structure based around the new directorate responsibilities, i.e. have four Panels instead of five. The changes to the directorate structure gives the opportunity to look at the balance of the terms of reference of the existing Panels; or
 - Move towards a commissioning model based upon a work programme; or
 - Consider any other structure they deem appropriate.
- 3) In any event the Panel should review each Scrutiny Panel's Terms of Reference for relevance and consider how their processes could be improved.
- 4) To consider how the Governance Directorate and any proposed Scrutiny Panel set up to look at this directorate would interrelate with the terms of reference of the Audit and Governance Committee and the Standards Committee.

Aims and Objectives:

- (a) To report findings to the Overview and Scrutiny Committee and to submit any final reports in the proposed Corporate Format for consideration by O & S and Council by November 2014.
- (b) To gather evidence and information in relation to the topic through the receipt of data, presentations and by participation in fact finding visits if necessary;
- (c) To have due regard to the relevant legislation Council procedure rules.
- (d) To consult political groups and independent Councillors at the final stage of the review.

REVIEW OF SCRUTINY PANELS TASK AND FINISH PANEL: TERMS OF REFERENCE

TIMESCALE	ESTIMATED	ACTUAL
Commencement:		First meeting held on xx xx 2014
<u>Finish</u>		

Report to Overview and Scrutiny Committee

Date of meeting: 1 July 2014

Subject: Overview and Scrutiny Annual Report for 2013/14

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

Committee Secretary: A Hendry (ext 4246)



Recommendations/Decision Required:

That the attached Annual Overview and Scrutiny Report for 2013-14 reporting the work undertaken during the past municipal year be agreed and submitted to the Full Council at its meeting on 29 July 2014.

Introduction:

1. Further to the Overview and Scrutiny Committee meeting held on 1 April 2014, the attached annual report has been amended incorporating the comments made by the committee at that meeting. The meeting is now asked to agree the report so it can be referred to the full Council meeting on 29 July 2014.
2. This report is produced in accordance with Overview and Scrutiny procedure Rule 20 of the Constitution that requires an annual report to be submitted to the Council each year.
3. This is the ninth report under the new scrutiny regime instituted by the Council in April 2005, incorporating the Scrutiny Standing and the Task and Finish Panels.

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Overview and Scrutiny Annual Report for 2013-2014



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OVERVIEW AND SCRUTINY ANNUAL REPORT: MUNICIPAL YEAR 2013/2014

Introduction and Welcome from the Chairman

Welcome to the ninth report of the Overview and Scrutiny Structure of Epping Forest District Council. This may be the last time we carry out scrutiny at EFDC in this format as we have just finished an 11 month long review into the organisation, principles and structure of the Overview and Scrutiny functions. That, as well as the reorganisation of the directorate structure of the authority will mean that we will be looking at fundamental changes in the new municipal year.

At present, the Overview and Scrutiny Committee and Scrutiny Panels are charged with reviewing Cabinet decisions, the Corporate Strategy, the Council's financial performance and also scrutinising the performance of the public bodies active in the District by inviting reports and presentations from them. The bare bones of scrutiny will not change in the new year, only the way it will be carried out.

At the beginning of the 2013/14 municipal year the Overview and Scrutiny Committee agreed to the setting up of five Standing Panels for the year, no Task and Finish Panels were commissioned.

We received a call-in in the summer, for which we held a special meeting to hear the arguments for and against; this is detailed further on in this report. During the year we received numerous presentations from outside bodies including the Essex Children Services on corporate parenting, the Local Strategic Partnership, Health and Social Care issues, the local Citizen Advice Bureau and the Essex Probation Service.

My special thanks go to the Chairmen and members of the various Scrutiny Panels and especially the members and officers of the Task and Finish Panel that reviewed our Scrutiny arrangements and reported back in November 2013.

And of course, I would like to thank all the officers that have worked so hard to keep the Panel members informed and supplied with the background information that they needed to carry out their investigations.

Cllr Richard Morgan

Chairman, Overview and Scrutiny Committee

What is Scrutiny?

- Ø Scrutiny in local government is the mechanism by which public accountability is exercised.
- Ø The purpose of scrutiny in practice is to examine, question and evaluate in order to achieve improvement.
- Ø The value of scrutiny is in the use of research and questioning techniques to make recommendations based on evidence.
- Ø Scrutiny enables issues of public concerns to be examined.
- Ø At the heart of all the work is consideration of what impact the Cabinet's plans will have on the local community.
- Ø However, the overview and scrutiny function is not meant to be confrontational or seen as deliberately set up to form an opposition to the Cabinet. Rather the two aspects should be regarded as 'different sides of the same coin'. The two should complement each other and work in tandem to contribute to the development of the authority.

Alongside its role to challenge, the scrutiny function has also continued to engage positively with the Cabinet and there continues to be cross party co-operation between members on all panels.

Scrutiny has continued to provide valuable contributions to the Council and the Cabinet remained receptive to ideas put forward by Scrutiny throughout the year.

The rules of the Overview and Scrutiny Committee also allow members of the public to have the opportunity to address the Committee on any agenda item.

The Overview and Scrutiny Committee

The Committee coordinated with the Cabinet and pre scrutinised their agenda and reports at its meetings the week before Cabinet would meet. This acted as a troubleshooting exercise, unearthing problems before they arose.

The Committee also engaged with external bodies in order to scrutinise parts of their work that encroached on the District and its people.

Only one call-in was received this year (for details, see Scrutinising and Monitoring Cabinet Work on page 4). This was on the Cabinet decision on the review of North Weald Airfield regarding the options to be considered for North Weald Airfield as part of the Local Plan process.

Standing Scrutiny Panels

A lead Officer was appointed to each panel to facilitate its process. The Overview and Scrutiny Committee agreed the terms of reference for each of the Panels on the basis of a rolling programme. The Standing Panels have a 'rolling programme' to consider ongoing and cyclical issues. Five Standing Scrutiny Panels were established, dealing with:

- i. Housing
- ii. Constitution and Member Services

- iii. Finance and Performance Management
- iv. Safer Cleaner Greener.
- v. Planning Services

Standing Panels reported regularly to the Overview and Scrutiny Committee on progress with the work they were carrying out.

Task and Finish Panels

The Task and Finish reviews are restricted to dealing with activities which are issue based, time limited, non-cyclical and with clearly defined objectives on which they would report, once completed, to the Overview and Scrutiny Committee. No Task and Finish Panels were established during the year, but one late starting Panel was carried over from the previous year and finished its work in October 2013.

OVERVIEW AND SCRUTINY COMMITTEE

The Overview and Scrutiny Committee consisted of the following members:

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

The Lead Officer was Derek Macnab, Deputy Chief Executive.

Terms of Reference

The Overview and Scrutiny Committee's main functions are to monitor and scrutinise the work of the executive and its forward plan, external bodies linked to the District Council and the Council's financial performance. It is tasked with the consideration of call-ins, policy development, performance monitoring and reviewing corporate strategies.

The Committee's workload over the past year can be broken down as follows:

(a) Scrutinising and monitoring Cabinet work

The Committee has a proactive role in this area through carrying out pre-scrutiny work. This involved receiving and considering the Cabinet agenda a week prior to the Cabinet meeting.

(b) Call-ins

The Committee received just one call-in this year.

At a special meeting on 27 August 2013, the Committee considered the call-in of the Cabinet's decision (report C-018-2013/14) regarding the option to be considered for North Weald Airfield as part of the Local Plan process. The call-in was concerned only with parts 2 and 3 of the decision taken by the Cabinet:

“(2) That the following options not be given further consideration as part of the Local Plan process:

- (a) the intensification of aviation based solution; and*
- (b) the non-aviation based solution with a focus on residential development; and*
- (c) the non-aviation based solution with a focus on commercial development.*

And

(3) That, for the mixed aviation/development based option, a further high level master planning exercise focusing on feasibility, deliverability and

incorporating the option in the Local Plan be undertaken as part of the assessment process leading to the Local Plan Preferred Options consultation in May 2014.”

The lead member of the call-in, Councillor Watson was asked to open the discussion.

After a long discussion on the merits of the call-in, at the end of which the Portfolio Holder concluded that she believed that she had answered the questions the call-in posed. Option 3 would be out to consultation in the next year. The public could still comment or add more options then. The costs were greater for options 2a and 2b than they were for option 3. The Cabinet had tried to make option 3 as fair as possible by providing housing and continuing with aviation as well as keeping the heritage of the site. She asked the Committee to reject this call-in and endorse the Cabinet's decision.

The Overview and Scrutiny Committee on consideration of the merits of the call-in and all the arguments raised, confirmed the original decision of the Cabinet regarding options to be considered for North Weald Airfield as part of the Local Plan Process.

(c) Standing Panels work programme monitoring

The Committee received regular updates from the Chairmen of the various Scrutiny Panels reporting on the progress made on their current work programme. This allowed the Committee to monitor their performance and when necessary adjust their work plans to take into account new proposals and urgent items.

(d) Items considered by the committee this year

Over the year the Overview and Scrutiny Committee received various presentations and considered a range of diverse topics.

Presentations:

(i) Children Services and Corporate Parenting - The Committee at their meeting in June 2013 received a presentation from Jenny Boyd, the Director of Local Delivery West, Children's Social Care at Essex County Council. She was there to talk about Corporate Parenting and Children Services, what corporate parenting was and just what was a members' responsibility in relation to it.



These responsibilities were primarily laid out in the Children Act 1989 and updated and refined in subsequent legislation.

The Committee noted that in some circumstances we share parental responsibilities for these children in care and care leavers. Some of the duties and responsibilities on local authorities are for planning, safeguarding, promoting health, wellbeing and life chances. Duties to care leavers extend to at least age 21.

Councillors needed to be aware of the corporate parenting role and the shared responsibility for ensuring that the needs of children were met. They also needed to understand the impact of council decisions on children in care and care leavers and to ensure that action was taken to address any shortcomings.

The cost of getting this wrong would result in poor educational performance, contact with the criminal justice system, poor physical and mental health, homelessness and/or unemployment; all at a huge financial cost to the state.

Children in care needed someone who cared for them and believed in them; they needed stability, security and continuity of support. The support services needed to promote resilience and not just fix what was broken but to nurture what was best.

The meeting was opened out to a question and answer session from the Committee and other members present.

(ii) Local Strategic Partnership - At their meeting in July 2013 the meeting welcomed John Houston, the Local Strategic Partnership (LSP) Manager. He was there to update the Committee on the LSPs work over the last year and the current projects that they were engaged in.



He noted that the LSP membership consisted of senior figures from business and the voluntary and public sectors.

These and other local groups were brought together to identify common problems and develop joined-up solutions by pooling their expertise. They were also able to commission research, identify gaps in provision and opportunities for new ways of working.

They have two taskforces (their equivalent of task and finish panels) looking at tourism and youth employment.

They were concentrating on tourism last year via their Tourism Taskforce. Research had shown that this sector was worth about £200m annually to the local economy and comprised a significant percentage of local jobs. It was noted that there was no joined up infrastructure in place for the various stakeholders to co-ordinate their work. They have now designed, built and launched a new website www.visiteppingforest.org to represent the major attractions in the district.

It should be noted that this Taskforce had no formal budget allocation; all work undertaken was supported by the individual partners and the 'One Epping Forest' General Fund and contributions from partners.

The partnership had hosted a seminar at Epping Forest College with the ECC to promote the roll out of Superfast Broadband. They also launched the Districts' first business charter for local businesses, with pledges to use local contractors and pay quickly to aid cash flow.

The theme group on health had been rebuilt under the leadership of Dr Kamal Bishai and the support of officers from Epping Forest District Council.

The LSP also worked closely with the Safer Communities Partnership and the Council's Safer Communities Team for the purpose of delivering safer neighbourhoods and organised a range of events that targeted young people in the District.

The LSP was also working with the London Borough of Enfield and Broxbourne Council, jointly considering the future roles of glasshouses and to explore joint opportunities around productive landscapes. This included producing a first draft for an EU bid.

The meeting was then opened up to questions from all those present.

(iii) Health and Social Care Issues - At their meeting in September 2013, the Committee received Dr K Bishai, Vice Chairman of the West Essex Clinical Commissioning Group (CCG) and Mr D Westcott, Chief Financial Officer, who made a presentation regarding health and care and their plans for the communities health and social care for the next 5 to 10 years. Their presentation was entitled “My Health, My Future, My Say.”



Dr K Bishai outlined the area covered by West Essex CCG, stretching from Chigwell to Saffron Walden.

He advised:

(1) Health and care provision would change over the next 10 years.

(2) Services would become more person-centred, require fewer organisations and have a single commissioning body.

- (3) Public services were under pressure, with a need to control debts.
- (4) Clinical evidence had shown that early intervention and avoiding hospital stays assisted in reducing costs.
- (5) Technology, such as tele-health, enabled more home care.
- (6) There were significant challenges with an aging population, for example dementia.
- (7) There were wider issues to explore affecting health, for example housing, transport and education.

The meeting was opened out for questions from members. The questions ranged from the dissatisfaction felt by residents on their GP out of hours service; how the new funding system operated and who took responsibility for the care of drink and drugs abusers.

(iv) Citizen Advice Bureau - The Chairman welcomed Stephanie Chambers the Epping Forest Citizens' Advice Bureau (CAB) District Manager and Janet Woods the Chair of the Epping Forest District CAB to their October 2013 meeting.

The meeting noted that they are a registered charity and had, in 2008, become a joint branch by combining the three existing branches in the district, namely those at Epping, Loughton and Waltham Abbey. They have nine volunteer officers on the governing trustee board along with two non-voting councillors. They currently have a three year Service Level Agreement (SLA) with the District Council from which they receive £113,840 per annum. They have renegotiated the SLA for another three years but that has not as yet (in October) been signed off.

The CAB was operated at the service level by highly trained volunteers who underwent a nationally supported training programme to become advisors and they continued to have on-going training, especially in benefits and aspects of the law. New clients were given a diagnostic interview known as a 'gateway assessment'. If they are from outside this area then they would be referred to their local authority area or another suitable organisation that could help them; the exception being the need for emergency interventions.



They also have specialist voluntary advisors who have chosen to specialise in a particular area, and pro-bono legal advice from some solicitors who work voluntarily for them. Currently they do not have the facility to offer an email service, but hope to do so in the future. Each branch has a service manager responsible for the standards for that branch.

Last year they saw 3,397 clients and helped with 14,096 issues. They were mostly asking for advice on benefits and tax credits followed closely by debt advice.

(v) Youth Council - The Committee welcomed members of the Youth Council who were there at the request of the Committee to give their annual presentation, updating members on the work carried out over the last year and their developing Youth Council Programme.

Ten members of the Youth Council were in attendance. They noted that Youth Volunteering had been a big theme for them this year. They were passionate about encouraging young people to volunteer and were behind the Council's Youth Volunteer Programme which was being taken up by all secondary schools in the District. Many of the young people who had participated in the Council's volunteer days enjoyed it so much; they have asked to do more in their spare time. They also discovered that it was not so easy for young people to volunteer if they were under 18, there being all sort of issues with insurance, health and safety etc. This led them to produce a Young person's Guide to Volunteering. The guide contained helpful tips and advice for young people interested in voluntary work.

They developed an inter-generational project to tackle the barrier between older residents and the young people. Additionally they were keen to promote the importance of local democracy to pupils. They identified three main concerns which were the negative stereotyping of young people; concerns about alcohol and drug misuse and thirdly, bullying.

By far the most successful project this year had been the planning and delivery of their Celebration of Youth Groups event in October. On the night they had entertainment from some fantastic local young artists and welcomed organisers and teenagers from 18 different youth groups across the district. They set up a market stalls made up of over 24 tables which provided information on funding opportunities for youth groups, training and information about volunteering. The purpose of this whole project was to identify all the youth clubs and activity groups in the Epping Forest district and to help promote them.

Having approached the Leader of the Council they were delighted to be given a pot of money that had enabled them to allocate each of the groups that came along on the night a small sum of money towards the running of their group.

- (vi) **Probation Services** – In January 2014 the meeting welcomed two officers from the Harlow office of the Essex Probation Service, Neeve Bishop and Adrian Saward. 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 on the aspiration of what was termed ETE, Education, Training and Employment, essential for the rehabilitation of an offender.

(vii) **Mental Health Services in the District** – In February 2014 the Committee welcomed Melanie Crass, the interim Head of Mental Health and Learning Disabilities Commissioning for North Essex and Dr Kamal Bishai, the Vice Chairman of the West Essex Clinical Commissioning Group (CCG). Also in attendance was Andrew Smith a governor of the North Essex Partnership of the NHS Foundation Trust who sat in as an observer. Ms Crass and Dr Bishai were there to talk about local mental health services and the Joint Health and Social Care North Essex Mental Health Strategy 2013-17.

She was there to talk about the joint Mental Health and Social Care Strategy, a four year strategy that had been developed over the last six months. A lot of consultation on this had been undertaken since June 2013. Their vision was that they wanted people to have good mental health and people with mental health problems to recover as well as having a better quality of life. It was noted



that they wished to achieve this vision developing and supporting community well-being and encouraging people to maintain healthy lifestyles and keep themselves and their families mentally well. They would improve access and the gateways into

services and would ensure a smooth transition between services, including children to adult services, and have a more integrated approach to the mental and physical health services. They would develop a broader primary and community based models of care for people across the spectrum of mental health conditions.

The Committee were shown a diagram showing access to services and where people could get on and off wherever they may be and have a level of integration and a smooth transition into other areas of service. It was noted that the work was very GP driven.

By the end of year one, they hoped to have:

- Explored opportunities of joint commissioning with their public health colleagues to support early intervention and community wellbeing;
- Establish a North Essex Mental Health Clinical Network (likely to be locality forums) and get their input into service and pathway redesign;
- Developed a series of 'Think Tanks' to explore, across all providers any opportunities for improvement;
- Further developed IAPT, primary and community mental health services;
- Developed the roll out of Primary Care (General Practice) Mental Health Education Programme;
- Development of a single point of access (primary care based); and
- Development of Personality Disorder Strategy for North Essex.

The Chairman thanked Ms Crass and Dr Bishai for their informative and interesting presentation and hoped to see them in a year's time for an update.

(viii) Presentation from Barts Health (NHS Trust) – In April 2014, the Committee welcomed Dr Alistair Chesser, the Group Director for Emergency Care and Acute Medicine and Helen Byrne, Hospital Director for Whipps Cross. They were there to present an update on Whipps Cross and on the wider issues of Barts Health (NHS Trust).

Barts Health was chosen by the CQC as one of the first hospital trusts to be inspected under its new regime. A team of 90 CQC inspectors visited all Barts Health hospitals during the week commencing 4 November 2013. A report was published on 14 January 2014 and shared with local stakeholders and partners. They noted that the overall findings were tough but fair, with much to be proud of. Three warning notices for maternity and care of the elderly issued last year at Whipps Cross were lifted. It was now noted that the staff provided safe, compassionate care in clean surroundings with excellent infection prevention and control.



Areas for improvement included appointment attendance rates, cancellations, complaints handling, leadership development and organisational culture.

As part of their response, the Trust had developed six action plans which detailed how they would address the issues raised. There was also a single high level plan covering Trust wide actions and five site-specific plans covering actions at five of the six individual hospitals (all except Mile End, where the CQC found no actions to be necessary). They were also commissioning an independent review on staffing levels and were working on improving staff morale to make staff feel as valued as possible; and would be providing 24/7 consultant cover.

The trust were doing all they could to support their staff and were aiming to reach a 95% staffing establishment (by September 2014) in all areas. This would help them reduce their reliability on temporary staff and improve quality and safety.

On their commitment to Whipps Cross Hospital they are working with colleagues and partners across the North East London area to develop a clear strategy for the future of their services and their hospitals. This included a clear commitment to providing emergency and maternity care at Whipps Cross. They were also investing in key services, including emergency and maternity care and introducing a new patient administration system that would allow seamless management of patients across all Barts Health sites.

Their investment in maternity care included new operating theatres and recovery rooms, a dedicated bereavement suit for women and their partners and new emergency gynaecology/early pregnancy unit. They were also making further improvements to cleaning standards and the patient environment, by providing £170,000 for environmental improvements in patient areas. They have also received a further £1million for refurbishments.

The meeting was then opened out to questions from the members present.



Other Topics Considered:

(i) In July 2013 the Committee received the Key Objectives Outturn report for 2012/13. The key objectives were intended to provide a clear statement of the Council's overall intentions for each year, containing specific actions and desired outcomes.

The Committee was requested to consider outturn performance against the Key Objectives adopted for 2012/13. This report was also considered by the Cabinet.

(ii) Also in July the Committee considered a consultation document on Crossrail 2. It was noted that this had also been to the last Planning Scrutiny Standing Panel meeting for their comments on the consultation which were reflected in the report.



Members noted that Crossrail 1 was well underway and was to provide improved links and capacity for east west travel across London.

Crossrail 2 (formally known as the Chelsea – Hackney Line) was intended to do the same on a south west north east axis.

The report identified likely issues for EFDC and there was also a supplementary report written by Jonathan Roberts an experienced consultant who looked at some of

the issues which had been raised. Particular attention was drawn to his comments about the Central Line.

On consideration, the Committee endorsed the comments made by the Planning Scrutiny Panel adding few comments of their own.

(iii) The Committee received a report from the Constitution and Member Services Scrutiny Standing Panel on the restructuring of the Employment Procedure rules.

On 14 February 2012 the Council adopted new procedures for top management officer appointments within the Council. As part of this process, Counsel was instructed to give advice on the Council's Redundancy and Redeployment Policy and Procedure and also to carry out a review of the Constitution's Staff Employment Rules and Operational Standing Orders to ensure that all processes were consistent.

(iv) The Committee also considered a report on the conventions on the working relationships between Political Groups and Councillors with Officers.

The Constitution and Member Services Standing Panel had looked in detail at the conventions and accepted the Management Board's view that these need to be revised as they were out of date.

The report with the revised conventions was agreed and referred up to full council for agreement.

(v) In July the Committee received their annual report reviewing the May elections. These elections were for the seven County Council Divisions in our district and for one casual district by-election.

They noted that the level of turnout was disappointing. The Panel was informed that in the days before the election and throughout polling day, officers received numerous complaints by telephone, social media and face to face at polling stations about the lack of available information about candidates. A common response from electors was that they expected to receive leaflets through their letterboxes and they did not have the time or inclination to search for information.



It was noted that 80 established Polling Stations were provided in 72 different buildings on 2 May 2013. This required the appointment of 72 Presiding Officers and around 120 Poll Clerks.

The total number of postal vote packets issued was 8115. Only 4 packs failed to reach the electors in the post and had to be re-issued. 71% were returned which equates well with previous elections.

(vi) In November 2013 the Committee considered Essex County Council's formal consultation on the future provision of Children's Centres in Essex which would end on 5 December 2013. The consultation was about the need to make £2.5m of savings from the Children Centre Budget from 2014/15.



The Committee welcomed Stav Yiannou the Essex County Council's Lead Strategic Commissioner for Early Years Education and Learning and Stacy Randall, Spurgeon's Regional Manager, accompanied by Gill Wallis, EFDC's Community Development Officer. They outlined the background to the consultation and answered member's questions.

After considerable deliberation the Committee agreed that the draft response to the consultation prepared by officers in consultation with members and the Portfolio Holder be approved.

(See case study for full details)

(vii) A report reviewing the first six months of the new licensing arrangements of having single evening meetings for premises licences also went to the November meeting. It was recognised that the new system brought in a lot more meetings and that the council had taken on the responsibility for licensing scrap metal dealers and the corresponding amount of work that this would entail for the licensing section.

Further, because of the larger amount of work and extra cost involved it was agreed by the Committee that all licensing hearings revert back to being held during the daytime. But, that the Chairman of the Licensing Committee be authorised to determine whether any hearing would be better held in the evening in view of significant public interest.

(viii) The Chairman of the Overview and Scrutiny Review Task and Finish Panel, Councillor Angold-Stephens, introduced the Panel's final report to the Committee. They were set up to review the O&S arrangements within the Council with particular reference to working relationships with the Cabinet.

He noted that they covered a large range of topics starting with the appointment of the Chairman for Overview and Scrutiny, consulting with the Leader, improvement of the work programme and the scrutiny of external organisations. They also looked at the Scrutiny Panels and had a discussion on call-ins and made some suggestion on their arrangements. They noted that the County was responsible for the scrutiny of the NHS, but the Panel felt that for particular items of local interest, EFDC would like the option to approach County to ask if we could scrutinise our own area.



They Panel noted that they would like the public profile of O&S raised and that any training requirements for O&S should be arranged early in the new municipal year.

After a long debate this report was agreed and referred up to full council for their agreement.

(ix) In January 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 revised rules were agreed and referred to Council.

(x) The Committee also considered a 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. There had been a recent review by Internal Audit and this had resulted in the proposals set out in the report. It was emphasize that the suggested changes to CSOs were points of detail rather than major alterations, being designed to reinforce existing requirements.

(xi) Councillor Philip introduced a 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.

They eventually made four recommendations that in summary were:

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

(xii) The Committee considered a report on the Overview and Scrutiny Panel Structure and Future Programme. The report looked at the arrangements of the Scrutiny Standing Panels in the light of the directorate restructuring and the outcome of the OS review.

The report had looked at several options, such as keeping the present 5 Panel structure and appointing new lead officers to each; moving to a commissioning model based upon a work programme; or moving to a 4 panel structure aligned around the new directorates. Because of the complicated nature of the relationship between scrutiny, portfolios and the new directorate structure, the Committee agreed to set up a Task and Finish Panel in the new municipal year to consider in more detail and make recommendations on the future structure of Scrutiny Panels.

(xiii) In April the Committee considered the report on the consultation of the Draft Plan from East Herts Council. The Draft Plan was intended to be read as a whole and there were no set questions as part of the consultation – views were being sought on the whole document. The Plan, once adopted (assumed to be in 2016), would cover the period 2011 to 2031 and set out a framework for guiding sustainable development in the district. It was a high-level, strategic policy document and would be supplemented by more site specific and detailed publications, including Supplementary Planning Documents.



The Committee agreed that the following comments were sent to East Herts Council as a response to the consultation:

- (1) We noted the demanding overall housing requirements and to support East Herts Council in making full provision for its needs;
- (2) We noted the longer-term proposals for the Gilston area, and encouraged continued Member and senior officer co-operation and joint working;
- (3) We expressed concern that (a) the consultation was proceeding before a traveller accommodation needs assessment had been commissioned and (b) a five-year deliverable supply of sites had therefore not been identified; and
- (4) We expressed disappointment that the options of collaborative working and the joint development plan provision for the travelling community had apparently not been considered.

(e) CASE STUDY: ECC Consultation on the Future of Children's Centres

The Committee welcomed Stav Yiannou the Essex County Council's Lead Strategic Commissioner for Early Years Education and Learning and Stacy Randall, Spurgeon's Regional Manager, accompanied by Gill Wallis, EFDC's Community Development Officer.



It was noted that Essex County Council were undertaking a formal consultation on the future provision of Children's Centres in Essex which would end on 5 December 2013. The consultation was about the need to make £2.5m of savings from the Children Centre Budget from 2014/15.

The County Council's Children's Centres offered a wide range of services for families and others caring for children under five. Each Children's Centre was different, offering a variety of services according to the needs of local families. Activities were delivered from either a main site, a delivery site, or through a range of outreach venues. All Children's Centres work closely with health, schools, GPs and other local service providers.

Essex County Council had proposed that the Little Buddies Children's Centre in Buckhurst Hill be closed and merged with the Sunrise Centre in Loughton. The reasons stated for this proposal were that "it is in an area of lesser deprivation compared to neighbouring Epping children's centres; and they were trying to prioritise resources to areas of greater need.

The site suffers from accessibility issues as it is on a busy high street with limited parking. Neighbouring centres in Epping Forest are easier and safer to access. Good transport links between Buckhurst Hill and neighbouring centres in Loughton and Debden would also serve to minimise the effects of this closure."

The ECC officers acknowledged that the district of Epping had eight children centres and that they proposed that four main centres would remain. They would have outreach services, targeted one to one support in the home and on-site pre-school and nursery provision would continue to be delivered. As part of this provision they were proposing to close Little Buddies in Buckhurst Hill and merge it with the

neighbouring Sunrise Children's Centre, Alderton, which would continue as a Main Site.

A public speaker, made a short statement about the location and ease of access of the Little Buddies centre in Buckhurst Hill. That it had a large catchment area and that many of these people were not well off, some of them could not afford the train and bus fares to travel to other centres and so would have to walk a long way to get there.

A second Public speaker said that she was a mother of two children. When she received the consultation she found that there was nowhere she could put her views in, just tick boxes. She lived in Buckhurst Hill but they were not affluent and they would struggle to go privately. She praised the centre there which helped her and her family when she had a very sick child and helped her through a very difficult time.

The Committee wanted to know about the overall proposals compared to the other proposals in West Essex. They were concerned about the number of centres proposed for the West of the county and how many children under 5 they would cater for. There appeared to be significantly more children under 5 here than in other areas. Was there any justification for this? How was the burden spread across the whole of Essex, as the three other areas had significantly fewer children under 5 (by percentage), than West Essex. Ms Yiannou replied that there were three areas that they considered, one was the indices of multiple deprivation; they looked at families living in these areas and the number of families suffering from deprivation as classed within the top 30% across the country. They used this data and the accessibility data. This area was more densely populated so there would be more children. They also considered the number of families accessing services in order to put the proposal forward. The committee noted that it would have been useful to have these items put in the consultation documents, as it would have helped people to understand it better.

Officers had met with the Portfolio Holder and other members to discuss the issues and had prepared a draft council response, which the Committee agreed.



Childrens Centre

STANDING PANELS

1. HOUSING SCRUTINY STANDING PANEL

The Housing Scrutiny Standing Panel consisted of the following members:

Councillor S Murray (Chairman)
Councillor G Shiel (Vice Chairman)
Councillors K Avey, K Chana, R Gadsby, Ms J Hart, Mrs S Jones, J Lea, L Leonard, B Rolfe and J H Whitehouse

The Lead Officer was Alan Hall, Director of Housing. The Panel also appreciated the Housing Portfolio Holder, Councillor D Stallan, attending the meetings to help them with their deliberations.

Wyn Marshall represented the Tenants and Leaseholder Federation, attending the meetings as a non-voting co-opted member to provide the views of residents and stakeholders.

Terms of Reference

The Housing Scrutiny Standing Panel is tasked to undertake reviews of a number of the Council's public and private sector housing policies and to make recommendations arising from such reviews to the Housing Portfolio Holder, Overview and Scrutiny Committee or Cabinet as appropriate. They also undertake specific projects related to public and private sector housing issues, as directed by the Overview and Scrutiny Committee.



The Panel scrutinised a number of important issues over the last year, which included:

(i) **Review of Housing Service Standards** – In 2007, following consultation with this Panel and the Tenants and Leaseholders Federation, the Housing Portfolio Holder agreed a range of Housing Service Standards, covering all of the Housing Directorate's main areas of activity, and that the Service Standards should be reviewed annually.

The Housing Service Standards was therefore reviewed, having regard to performance in 2012/13, and changes in legislation and Council policy. As a result, a number of changes were proposed, including new Service Standards. The recommendations were approved by Portfolio Holder and Panel.

(ii) Welfare Reform Mitigation Action Plan - The Panel were reminded that in view of the significant effect that the Government's welfare reforms would have on the Council and residents, a Welfare Reform Mitigation Project Team was formed in September 2012, comprising officers from across the Housing Directorate and the Benefits Division. The team had considered and implemented ways that the effects of the welfare reforms could be minimised, or at least reduced.

The Action Plan identified around 60 separate actions, with lead officers and target dates provided for each action.

The Panel noted progress made to date, that the third Quarterly Progress Report had shown good progress in delivering the 59 actions of the Action Plan. That the CAB's two new temporary Debt Advisor posts had now been filled and were operational from the three CAB offices and the Limes Centre, Chigwell, funded by a grant of £67,900 from the Council and that the Epping Forest Re-Use Project had been launched.

(See case study for full details)

(iii) Annual Ethnic Monitoring Review - The Panel noted that the Council had a Policy Statement for Equal Opportunities in the Provision of Housing Services. The Statement included a requirement for an annual review of the ethnicity of applicants on the Housing register, compared with the ethnicity of those allocated accommodation.

The review was to identify whether or not there were any indications to suggest the Council may have been discriminating against any one ethnic group.

Although a large number of housing applicants did not disclose their ethnicity, it was evident from the analyses shown that the ethnic makeup of the Housing Register mirrored the allocation of vacancies sufficiently for the Council to be confident that its Allocations Scheme did not racially discriminate either directly or indirectly.

(iv) Housing Performance Indicators - outturn and targets -

The Council had adopted a number of Key Performance Indicators (KPIs) which, for 2012/13, included 9 KPIs relating to the Housing Service. Performances against all of the Council's KPIs were monitored on a quarterly basis by the Finance and Performance Management Scrutiny Standing Panel.



(v) Presentation on progress made on the Private Sector Housing Strategy -

The Panel received a presentation regarding a Progress report on the Private Sector Housing Strategy. The presentation covered:

- (a) Caring and repairing in Epping Forest;
- (b) Assisting vulnerable people in repairing, adapting or improving their homes;
- (c) The Handyperson Service;
- (d) New Charging from October 2013 – service users in means tested benefits would be charged a maximum fee of £30.00 each time they used the Handyperson Service;
- (e) The Gardening Scheme;
- (f) Safe and Well Project (Home from Hospital) – funded by the NHS, reducing admissions/re-admissions for older and disabled people and

providing minor adaptations ensuring homes were safe on return from hospital;

(g) Housing Assistance – Maximum payments for 2012-15 were £10,000 for Decent Homes, £3,000 for Small Works and £10,000 for Empty Homes;

(h) Disabled Adaptations - 78 in 2012/13 and 83 in 2013/14;

(i) Long Term Empty Properties – the Empty Property Officer had influenced the bringing into use of 405 empty properties during 2012/13;

(j) Introduction of an Essex wide Landlord Accreditation Scheme – the purpose of the scheme was to recognise and promote good management and good quality properties in the private sector, with a view to driving up standards generally. This scheme was being introduced in the summer of 2014;

(k) Licensing of Gypsy, Roma and Traveller Sites – consultation with third parties and the GRT community was required before introduction of new standard site licence conditions;

(l) Licensing of Holiday Sites – new standard site licence conditions were proposed for all holiday sites on the district; and

(m) Mobile Homes act 2013 – Council's would be able to charge for licensing of residential park home sites from April 2014. Officers were considering the various options for charging and would make recommendations to members in due course.

(vi) Housing Service Strategy on Anti-Social Behaviour - The Panel considered the Housing Directorate's Service Strategy on Anti-Social Behaviour Policies and Procedures.



The Housing Directorate's Service Strategies were produced around 15 years ago in accordance with an agreed standard framework and have since been updated. The Panel considered and endorsed the service strategy on Anti-Social Behaviour Policies and Procedures. Members asked about the possibility of withholding repairs from tenants if they had been involved in anti-social behaviour. The Panel agreed to review this in October 2014.

(vii) HRA Financial Plan – Half Yearly Update – the Panel noted that an important part of the Housing Revenue Account (HRA) Business Plan was the HRA Financial Plan setting out the anticipated HRA income and expenditure over the next 30 years. It was estimated that there would be a reduction in income to the Council as the rent for Council and Housing Association properties would be harmonised. On consideration the update of the HRA financial plan was endorsed by the Panel.

(viii) Yearly update on progress on the Housing Business Action Plan – the Key Action Plan set out the proposed actions that would be taken by the Council to contribute towards the achievement of the housing objectives over the first year of the Housing Strategy.

The twelve month progress report on the Housing Business Plan Action Plan was endorsed to the Housing Portfolio Holder.

(ix) Consultation on 'Providing Social Housing for Local People' - The Panel received a report asking if they wished to submit a response to the Government's Consultation Paper – "Providing Social Housing for Local People".

The consultation considered that local authorities should be "strongly encouraged" to have a period of residency for at least two years before qualifying for social housing. The District Council's policy was three years. The Panel supported this but felt that the wording "strongly encourage" needed clarification.

The Government also proposed guidance encouraging local authorities to adopt other criteria, alongside a residency test, so applicants demonstrating a strong association to the local area were not disadvantaged. The Panel felt more clarification was required around the consultation's reference to strong family association and the suggestion of applicants or members of their household being eligible if employed in the district. The Panel thought that this also needed some clarification. In any event the Panel felt that this should not form part of any local eligibility criteria.



(x) Housing Improvements and Service Enhancements Fund 2014/15 - The Cabinet had asked the Panel to consider and recommend to them, a proposed list of housing improvements and service enhancements for each year, utilising the additional funding made available as a result of HRA self-financing. Over the previous two years the Panel had formulated lists of housing improvements and service enhancements accordingly, the majority of which had later been approved by the Cabinet.



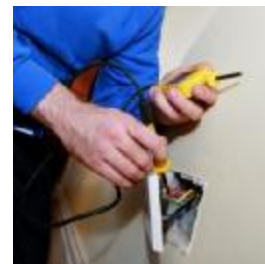
The Panel had also been requested to make similar recommendations for 2014/15. It was anticipated that £430,000 would be available for new projects in the new year, after an allocation of £220,000 to the Major Capital Projects Reserve in 2014/15. It was advised that the amount of resources available to spend on new improvements and enhancements in 2014/15 and subsequent years was much less than previously anticipated, mainly due to the proposed cessation of the Government's Rent Convergence Policy from April 2015.

The Panel was advised that the Tenants and Leaseholders Federation had considered and had endorsed the proposals put forward by officers.

(xi) Review of the Handyman Scheme – A Year On - Up until April 2012, the Council only operated a Handyman Scheme for non-Council tenants over 60 years of age and in receipt of benefits. The Council also funded Voluntary Action Epping Forest (VAEF) to provide preventative advice and undertake minor works in the homes of older and disabled non-Council tenants.

The Cabinet had subsequently agreed to provide a free of charge Handyman Scheme to older and other vulnerable tenants irrespective of means who were living in sheltered accommodation and those living in any other Council dwelling.

During the last 12 months it was estimated that this service had undertaken more than 1,000 jobs across eight sheltered schemes and over 280 jobs in other Council accommodation. The overall cost of the scheme was around £77,500 per annum. The scheme had a very high satisfaction rate (100%) and was popular.



(xii) Housing Revenue Account (HRA) Business Plan 2014/15 - The Government's Department of Communities and Local Government (DCLG) expected all local authorities to produce annual Business Plans for their Housing Revenue Accounts (HRAs). The CLG intended to ensure that local authority housing was used and maintained to maximum effect.

It was noted that the plan related, to a large extent, to 2012/13 which was the last year that full year statistics were available.

(xiii) Review of Staffing Levels – Welfare Reforms - At its meeting in October 2012, the Cabinet considered welfare mitigation in the wake of recent Government legislation which would significantly impact on Council tenants. Subsequently officers produced a Welfare Reform Mitigation Action Plan adopted by the Cabinet. Later it was agreed that two additional Housing Management Officers be appointed based at Area Housing Office (North) in the Civic Offices, Epping and one based at the Area Housing Office (South) at the Broadway, Loughton. Both officers commenced work in January and March 2013 respectively.

Under Key Performance Indicator 40 – “What percentage of the rent due from our Council home tenants was paid?” the target had been met in the last two quarters of 2013/14 and during the previous two years. This was considered a particular achievement due to additional staffing and new methods of managing rent arrears.

(xiv) Social Housing Fraud Progress Report - In February 2010 the Housing Portfolio Holder agreed that a new post of Housing Officer (Social Housing Fraud) be appointed on a temporary part time basis for a Social Housing Fraud Pilot Scheme. In March 2012 the Cabinet agreed that the temporary part time post should be made permanent and full time. The following month, the Cabinet approved a second permanent post of Senior Housing Officer (Social Housing Fraud).

Between January 2012 and March 2013 60 cases were referred to the Social Housing Fraud Team, 14 properties were recovered due to non-occupation, unlawful sub-letting or unlawful succession.

The Panel evaluated progress made on the Prevention of Social Housing Fraud from 1 April 2013 to 31 March 2014. The progress made included 4 applications for 'Right to Buy' which were withdrawn following investigation. The estimated saving of £290,000 from the 4 suspicious Right to Buy applications and the £16,000 fraudulent private sector housing grants applications was more than 4 times the annual cost of the officers.

CASE STUDY: Welfare Reform Mitigation Action Plan

In view of the significant effect that the Government's welfare reforms will have on the Council and residents, a Welfare Reform Mitigation Project Team was formed in September 2012, chaired by the Director of Housing and comprising officers from across the Housing Directorate and the Benefits Division, to consider and implement ways that the effects of the welfare reforms could be minimised – or at least reduced.

The Project Team formulated a Welfare Reform Mitigation Action Plan, which was adopted by the Cabinet in October 2012. The Action Plan identifies around 60 separate actions, with lead officers and target dates provided for each action, under the following 7 themes and associated key objectives:

Theme	Key Objective
Strategic	To ensure that a strategic and corporate approach is taken to mitigate the effects of welfare reform, including good data management
Information to Residents and Advice Agencies	To ensure that residents are provided with accurate, useful and timely information, advice and support on the welfare reforms; how they may be personally affected; and action they can take to mitigate the effects
Reducing Under-occupation	To minimise the under-occupation of Council properties by working-age Council tenants in receipt of housing benefit, and to endeavour to assist under-occupying Council tenants to move to smaller accommodation if they wish
Reshaping Service Delivery	To change services, or introduce new services, to assist the Council and residents to mitigate the effects of the welfare reforms
Minimising Homelessness	To minimise the numbers of households who become homeless as a result of the welfare reforms and to assist such households to minimise the resultant effects
Council's Financial Management	To identify and minimise the financial cost and effects of the welfare reforms on the Council as an organisation, and to ensure that appropriate budget provision for the additional costs are made within the HRA Financial Plan
Staff Training and Communication	To ensure that all relevant staff are aware of the welfare reforms, the effects on residents, the Council's response to the reforms and ways that residents can mitigate the effects on themselves

Good progress continued to be made to date in delivering the 59 actions of the Action Plan.

The key points to note within the latest Progress Report on the current position, compared with the position reported to the Scrutiny Panel at a previous meeting, were as follows:

- The latest information from the DWP & Benefits Division (April 2013) is that the number of households in the District who will be affected by the Benefits Cap has increased by 11, from 78 to 88 households, with the number of Council tenants increased to 16.
- These Council tenants will lose an average of £52.18 per week (compared to the average of £48.58 per week), with 2 Council tenants losing all their Housing Benefit.
- There were originally around 390 under-occupying Council tenants identified as being affected by the “bedroom tax”. By 31st May 2013, the number affected by the “bedroom tax” had reduced by around 10% to 347 tenants.
- As at 1st April 2013, all Council tenants who were willing to be visited by their Housing Management Officer to discuss the implications of the “bedroom tax” on them, and ways of mitigating the effects, had been visited. A total of 217 visits were undertaken, representing around (56%) of those originally identified.
- Of those visited to discuss the implications of the “bedroom tax”:
 - (a) 23% of tenants had expressed an interest in downsizing;
 - (b) Around half wanting to downsize are seeking 1 bed accommodation, with the remainder seeking 2 bed accommodation;
 - (c) No tenants had expressed an interest in taking in a lodger.
- Between 1st January 2013 and 31st May 2013, 14 Council tenants affected by the “bedroom tax” have been known to downsize to smaller Council accommodation, either through transfers or mutual exchanges.
- In the first two months of the “bedroom tax” coming into operation (1st April 2013 - 31st May 2013), of the 347 tenants affected throughout the period:
 - (a) 53 tenants (15%) who now have to contribute towards their rent (due to under-occupying their Council property) did not pay any rent;
 - (b) 122 tenants (35%) who now have to contribute towards their rent (due to under-occupying their Council property) paid the full amounts required;
 - (c) The total amount of rent arrears that accrued during this 2-month period from tenants who now have to contribute towards their rent (due to their under-occupation) was £6,175. The existing level of rent arrears for these cases at 1st April 2013 was £39,400, which increased to £45,575 by 31st May 2013.
 - (d) The total amount of rent due from all these tenants affected during this 2-month period was around £93,000, plus the existing rent arrears of around £39,000 – totaling around £132,000.

- (e) Of this £132,000, only around £70,000 was paid - representing a rent collection rate of just 53% (compared to the Council's overall rent collection rate for all properties in 2012/13 of 97.16% - some 44% lower).



- Following detailed consideration and recommendations by the Housing Scrutiny Panel, and a subsequent consultation exercise, the Cabinet adopted a new Housing Allocations Scheme on 15 April 2013, effective from 1st September 2013, which included the following provisions to help mitigate the effects of the welfare reforms:
 - (a) A change to the size of Council properties offered to housing applicants, in order to meet the Local Housing Allowance requirements;
 - (b) A provision that no penalties will be applied for downsizing tenants who refuse an offer of accommodation for which they have expressed an interest;
 - (c) A reduction in the age limit for bungalows, from 60 to 50 years of age for those downsizing;
 - (d) Under-occupying tenants being kept in the highest priority band; and
 - (e) A provision that homeless families with less than 3 years residence in the District should be placed in suitable private rented accommodation if possible.
- The budget for providing tenants with financial incentives to downsize to smaller accommodation has been doubled for 2013/14.
- The Epping Forest Re-use Project has been launched, which has leased a warehouse at Bowers Hill, Epping. The Scheme provides used furniture to those in need, with reduced prices for those in receipt of benefits.
- The CAB's two new temporary Debt Advisor posts have now been filled.
- An appointment has been made to the additional post of Homelessness Prevention Officer, following the Cabinet's decision to use part of the CLG's funding for homelessness prevention to create the additional post.

- The Finance and Technology Portfolio Holder has agreed the Council's new Discretionary Housing (DHP) Policy, which includes the use of DHPs for rental loans etc. Since April 2013, 47 applications for DHP's had been considered, of which 26 applications had been accepted and 21 had been refused.
- The Council's Management Board has identified that the effects of the welfare reforms on the Council and the community represent one of the Council's 8 most significant risks.



2. CONSTITUTION AND MEMBER SERVICES STANDING PANEL

The Constitution and Member Services Standing Panel consisted of the following members:

Councillor J Philip (Chairman)
Councillor A Watts (Vice Chairman)
Councillors R Cohen, R Gadsby, M McEwen, R Morgan, C Pond, M Sartin, D Stallan, G Waller and J H Whitehouse

The Lead Officer was Ian Willett, Assistant to the Chief Executive.

Terms of Reference

To undertake reviews of constitutional, civic, electoral and governance matters and services for members on behalf of the Overview and Scrutiny Committee and to report to the Overview and Scrutiny Committee, the Council or the Cabinet with recommendations on matters allocated to the Panel as appropriate.

The Panel scrutinised a number of issues over the last year, which included:

(i) Elections (2 May 2013) – In June 2013 the Panel considered a report on the recent County elections and local by-election; seven County Council Divisions were contested. There was also a District Council by-election for a seat in the Waltham Abbey Honey Lane Ward to fill a vacancy arising from a resignation.

Overall turnout was 25.07% and turnout for the District Council by-election was 20.50%.



The level of turnout was disappointing; numerous complaints were received by the Council and at polling stations about the lack of available information on the candidates.

80 established Polling Stations were provided in 72 different buildings on 2 May 2013. 72 Presiding Officers and around 120 Poll Clerks were appointed.

On Election Day some representations were made about some of the buildings mainly about access.

The total number of postal vote packets issued was 8,115. Only 4 packs failed to reach the electors in the post and were re-issued. 71% were returned which equated well with previous elections.

It was noted that the Electoral Registration and Administration Act 2013 provided for regulations to be made which required from next year that Electoral Registration Officers inform electors, after a poll, that their postal vote identifiers had been rejected.

Verification and counting of ballot papers took place at Theydon Bois Village Hall immediately following the close of poll. This did not follow the national scene where most counts occurred the following day, 3 May. Despite staff being tired after a long day, both processes went very smoothly and the count finished ahead of schedule.

Tellers in a number of polling stations had left heaps of poll cards on the floor of the areas they had occupied during the day. At one polling station a teller left unattended a box, rosette and poll cards for the next teller. The Presiding Officer took the items into the polling station for safe keeping but was criticised for doing so by the next teller.



Feedback from election agents and candidates had been very good. Broadly, there were no key issues arising from the elections. Generally all practices were completed successfully

Members thanked staff for their hard work during the election period.

(ii) Employment Procedure Rules - On 14 February 2012 the Council adopted new procedures for top management appointments within the Council. This had followed a specially convened review by a Task and Finish Panel exploring concerns about the contractual arrangements for previous Chief Executives. As part of this process, Counsel was instructed to advise on the Council's Redundancy and Redeployment Policy and Procedure and carry out a review of the Constitutions Staff Employment Rules and Operational Standing Orders, ensuring that all processes were consistent.

Counsel had advised that the Officer Employment Procedure Rules did not cover dismissal. He suggested that under the Constitution's Operational Standing Orders the staff should be integrated into the rules with clarification concerning dismissal by reason of redundancy. Counsel recommended as well that the position of certain key post holders must be clarified.

The Panel made recommendations accordingly.

(iii) Convention on the Relationship between Political Groups and Councillors with Officers - The Council's Constitution contained conventions regarding the management of relationships between political groups, Councillors and officers. The Management Board felt that these conventions should be reviewed in the light of current experience.



The Panel reviewed the current rules, updated them accordingly and referred their recommendations on to the Overview and Scrutiny Committee.

(iv) Review of Licensing – Staffing and Budget – At their November 2013 meeting the Panel noted that a Task and Finish Panel had been established in September 2012 to review the operation and effectiveness of the licensing Sub-Committee structure which had recommended to the Overview and Scrutiny Committee that one calendared meeting be included during the day, per month, for hearing taxi licence applications and one calendared meeting be scheduled during the evening, per month, for considering all other licensing applications. Alongside this, notification of an application would be sent to neighbouring properties within a radius of 150m from the premises concerned. Subsequently the Overview and Scrutiny Committee recommended these suggestions to the Cabinet and finally Council endorsed the proposals.

The new procedures led to an increase in the number of Sub-Committee meetings from 5 in the five month period from 1 June 2012 to 31 October 2012 to 20 in the same months in 2013. Temporary posts within Democratic Services and Licensing Section had been approved to deal with the increased workload.

It was also noted that the licensing authority had recently taken on the responsibility for licensing scrap metal dealers. There were currently 10 applications from dealers with more expected. And that until recently Essex County Council had undertaken temporary road closures to allow street parties and related events. However the County Council had decided that it would no longer process these and referred applicants to this Council. It was estimated that the number of road closures were likely to be about 22 annually. The authority needed adequate staffing levels to cover the expected annual workload.



In attendance at the meeting were members of the Licensing Committee who advised on their desire to return to daytime licensing meetings with mixed taxi and premises licences being heard. Members requested that they wished to retain the 150m consultation radius. Overall it was felt that evening meetings and the time spent on discussions with those making representations and the applicants meant that licensing officers were diverted from other necessary areas of work. Similarly, the workload in Democratic Services had also increased which was set against a background of growing levels of meetings supported by this service.



The Panel recommended that that all licensing hearings (including those relating to scrap metal dealers) revert to being held during the daytime unless the Chairman of the Licensing Committee be authorised to determine whether any hearing would be better held in the evening in view of significant public interest. Also that the Cabinet consider the need for a provincial CSB growth item to cover licensing costs resulting from these licensing arrangements (including additional staffing) being added to the draft 2014/15 budget pending the outcome of this review.

(v) Process Review on Appointment of Vice Chairman of Council – Over the course of several meetings, Members considered a report on a revised method for appointing the Vice Chairman of Council. Officers had circulated member's wishes from that meeting. A wider consultation had also been undertaken of all members and a number of members had responded.

Members supported the current arrangement whereby a nomination form signed by no fewer than 15 serving district councillors be submitted to the Appointments Panel when they held their first meeting.

(See case study for full details)

(vi) Review of Contract Standing Orders, Finance Regulations and Officer Delegation - The Panel reviewed CSOs on a number of suggested changes which had been put forward by the Officer Working Party following an Internal Audit review.

The Panel also noted that no proposals had come forward in respect of Financial Regulations.

The Panel also considered schedules of Officer Delegation reflecting changes required to reflect the new Directorate structure approved by the Council on 17 December 2013. Additional changes were reported at the meeting following a review of the draft schedule by Management Board.

The Panel accepted the report's recommendations.

(vii) Review of the Petition Scheme - The Panel received a report regarding a further review of the Petitions Scheme. The Panel had last considered the Petitions Scheme in September 2012, since then officers felt that the Petitions Scheme needed re-drafting.



Members were advised that a re-drafted scheme would provide greater clarity on how petitions were dealt with in relation to the amount of support they received. Currently petitions with at least 1,200 signatures were scheduled for the Council's Overview and Scrutiny Committee, and those with over 2,400 were scheduled for a Council debate. However, no petitions had met these thresholds yet. Members supported the current thresholds, but they recommended that petitions over 1,200 should require a Portfolio Holder's report to the Cabinet for a decision with the decision open to call-in if Overview and Scrutiny wished to give consideration. The Panel suggested that Portfolio Holders could decide to treat a smaller petition in this way if they thought it appropriate.

The Panel suggested that the receipt of petitions should be notified to ward members and that all petitions were subject to commentary in Portfolio Holder reports to Council.

Members supported wording of the website guide for submitting petitions which was aimed at petitioners as a guide to submitting their petition.

(viii) Questions without Notice at Council meetings – It was felt that the current system of questions without notice led to a sense of disorganisation. Dealing with questions on reports and on other matters led to confusion about when these should be dealt with in the 20 minutes allocated for this purpose.

At present, the District Council allocated 20 minutes at each Council meeting for:

- (i) questions on circulated written reports by Portfolio Holders; and
- (ii) open questions to Portfolio Holders.

Currently, the 20 minute session at Council meetings was divided into two parts, 10 minutes to ask questions on Portfolio Holder's written reports followed by 10 minutes of unscripted questions to Portfolio Holders. There was provision for the Chairman of the Council to extend the time allocated to these sessions.

The Panel felt that the distinction between the two types of questions in managing the 20 minute period should be discontinued. They proposed that the time allocated should be used to take questions on reports or other matters, in any order. This should make the meeting easier and clearer. It was felt that the 20 minutes allocated should be increased to 30 minutes as there was sometimes pressure on time due to the number of questions asked.

The Panel noted that the Constitution neither permitted nor disallowed supplementary questions in respect of those asked without notice. The Panel suggested that these should not be allowed as they were likely to put time pressure on Members raising other questions.

Finally, it was felt that the remaining provisions of the 2007 Protocol should be entered in the Constitution. This covered matters like the Chairman's discretion to extend the 30 minute period by up to 10 minutes if needed and would ensure that questions from all political groups and independents were dealt with in the order they were put.

CASE STUDY: Appointment of Vice Chairman of Council

At the annual meeting of the Council it was agreed that the Overview and Scrutiny Committee would be asked to undertake a review of the process for the nomination to and appointment of the Vice Chairman of Council. Subsequently, the committee had delegated that review to the Constitution and Member Services Scrutiny Panel. At the Panel meeting on 25 June 2013, members asked for a further report with information regarding how other local authorities arranged their appointment process for the position of Vice Chairman of Council.

The Points System was operated by the Council during the period 2000 – 07. The system created a rotational system linked to numbers of Councillors in any group. The system was replaced with the current system by May 2007.

The system took control of the appointment process away from the members, and no independent members would ever have been made Chairman, as it was based on group strengths.

Online Research

During the summer, the Council received help from a student intern who had undertaken online research with other authorities. Over 80 other local authorities had been looked at. It was advised that a majority of other authorities did not have a defined process except that the Vice Chairman was appointed at the annual meeting.

The Panel supported the following:

- (1) The individual elected to the office of Chairman of Council should be elected on merit by the Council at its annual meeting.
- (2) The appointment of the Vice Chairman of the Council should be undertaken by the Council on the basis of merit in accordance with the following provisions:
 - (a) Nominees for the office of Vice-Chairman of the Council should be required to submit a nomination form supported and signed by not less than 15 serving District Councillors by the date on which the Appointments Panel holds its first meeting in any municipal year;
 - (b) Nominees for Vice-Chairman of the Council may be Councillors from any political group on the Council or any independent or unaffiliated Councillor;

(c) Nominations should be considered by the Appointments Panel for onward recommendation to the Annual Council meeting;

(d) The person appointed by the Council as Vice-Chairman of the Council should normally be elected as the Chairman of the Council for the following Council year;

(e) If, a Vice-Chairman was unable to be elected as Chairman of the Council following their year as Vice-Chairman, the procedure outlined in (a) to (c) above, should also apply to the election of a new Chairman; and

(f) The Council may suspend the operation of the appointment process set out under (a) to (c) above, at an Annual Council meeting. A motion to that effect giving reasons as to why this would be in the best interests of the Council could only be adopted if the equivalent of 65% of Council members present at the meeting voted in favour.

Members were asked for their comments on these proposals and their responses were taken into account. It was noted that the Loughton Residents Association was wholly opposed to the increase in nominations for Vice Chairman from 12 to 15 as this would tend to discriminate against smaller parties and individual members. Also some members were surprised that the report did not recommend a method of supporting nominations by e-mail instead of actual signatures.

One member thought that additionally, 15 signatures could be sent in opposing the vice chair to become chair which would then mean it would need a vote at full council.

One member firmly believed that if one party had the control of the Council then that party alone should hold the Office of Chairman and Vice Chairman.

In the end Members of the Panel supported the arrangement whereby a nomination form signed by no fewer than 15 serving district councillors would go to the Appointments Panel's first meeting and that nominees for Vice-Chairman may be a Councillor from any political group on the Council or any independent or unaffiliated Councillor.



3. FINANCE AND PERFORMANCE MANAGEMENT STANDING PANEL

The Finance and Performance Management Scrutiny Panel consisted of the following Members:

Councillor A Lion (Chairman)
Councillor R Gadsby (Vice Chairman)
Councillors K Angold-Stephens, T Church, C Finn, D Jacobs, J Knapman, H Mann, G Mohindra S Watson and J Wyatt

The Lead Officer was Derek Macnab, Deputy Chief Executive.

Terms of Reference

Performance Management

1. To review Key Performance Indicator (KPI) outturn results for the previous year, at the commencement of each municipal year;
2. To identify on an annual basis, subject to the concurrence of the Finance and Performance Management Cabinet Committee:
 - (a) a basket of KPIs important to the improvement of the Council's services and the achievement of its key objectives; and
 - (b) the performance targets and monitoring frequency of the KPIs for each year;
3. To review performance against the adopted KPIs on a quarterly basis throughout each year, and to make recommendations for corrective action in relation to areas of slippage or under performance;

Public Consultation and Engagement

4. To develop arrangements as required, for the Council to directly engage local communities in shaping the future direction of its services, to ensure that they are responsive to local need;
5. To annually review details of the consultation and engagement exercises undertaken by the Council over the previous year;

Finance

6. To consider the draft portfolio budgets for each year, and to evaluate and rank proposals for enhancing or reducing services where necessary, whilst ensuring consistency between policy objectives and financial demands;
7. To review key areas of income and expenditure for each portfolio on a quarterly basis throughout the year;

Information and Communications Technology

8. To monitor and review progress on the implementation of all major ICT systems;

Value for Money

9. To consider a regular analysis of the Council's comparative value for money 'performance', and to recommend as required to the Finance and Performance Management Cabinet Committee, in respect of areas where further detailed investigation may be required; and

Equality

10. To annually review the achievement of the Council's equality objectives for 2012/13 to 2015/16, and progress in relation to other equality issues and initiatives.
11. At the beginning of the year it was proposed that the work of the committee would be speeded up if they focused their attention on those areas of significant under performance. It was also proposed that members could make suggestions where the Panel could add value in Finance and Performance Scrutiny.

The Panel scrutinised a number of important issues over the last year, which included:

(i) Consultation Plan 2012/13 and Register 2011/12 – In June the Panel received a report from the consultation officer on the annual report on the public consultations carried out during 2012/13 and the register of those planned for the future. It showed the wide range of consultation that the Council carried out over the year. The Panel noted that the information changed very little from start to finish on a yearly basis and the results and outcomes were the only areas that were added at the completion of the survey.

The Consultation Register was a list of the most recent exercises, which have been carried out on behalf of the Council or by the Council in the last financial year. More work had been done this last year to include the opinions of young people.



A lot more work had been done on the Local Plan with large surveys carried out as part of the stages of the Plan such as the Community Involvement Survey, the Sustainable Appraisal Survey and the Core Issues and Options Survey. The next stage would be consultation on 'preferred options' that was not yet registered. These surveys would involve the highest costs mentioned in the report.

(ii) Provisional Revenue Outturn 2012/13 - The report provided an overall summary of the revenue outturn for the financial year 2012/13. It was noted that the underspend was lower than in previous years.

Salaries had a saving of 2.2%, which was less than in previous years. The largest figure to be carried forward on the District Development Fund related to the Local Plan.

(iii) **Provisional Capital Outturn 2012/13** – In June the meeting received a report on the Council's capital programme for 2012/13, in terms of expenditure and financing and compared the provisional outturn figures with the revised estimates. The revised estimates represent those adopted by the Council in February 2013.

(iv) **Key Performance Indicators 2012/13 – Outturn** – This was a report on the outturn position for the Key Performance Indicators 2012/13. The KPIs provided an opportunity for the Council to focus attention on how specific areas for improvement would be addressed, how opportunities would be exploited and better services and outcomes delivered. A number of KPIs were used as performance measures for the authority's key objectives.



It was noted that KPIs were important to the improvement of the Council's services and the achievement of its key objectives, and comprised a combination of former statutory indicators and locally determined performance measures.

The outturn position with regard to the achievement of target performance for the KPIs for 2012/13 was:

- (a) 18 (56.2%) indicators achieved the cumulative performance target for the year; and
- (b) 12 (37.5%) indicators did not achieve the cumulative performance target for the year.

The Panel noted that from the first quarter of 2013/14, performance against all of the KPIs would be reviewed and monitored by Management Board and the Scrutiny Panel on a quarterly basis and no indicators would in future, be subject to scrutiny at year-end only.

(v) **ICT Strategy and Website Feedback** – In September 2013 the Panel received a presentation on the proposed ICT Strategy. Members noted that the strategy was made up of three documents, strategy; projects and initiatives (plus an annual ICT update). The strategy document was an overarching 5 year core strategy document. The ICT projects document listed all projects and would be updated annually. Finally, the ICT Update would give an annual update of the progress made.

Apart from internal drivers for change the council was also responding to changes in the public sector such as the Public Sector open source/open standards software and the localism agenda.

(See case study for full details)

(vi) **Key Performance Indicators – Quarterly Performance Monitoring** - As part of the duty to secure continuous improvement, a range of Key Performance Indicators (KPI) relevant to the Council's services and key objectives were adopted each year. Performances against the majority of KPIs were monitored on a quarterly basis.

The new Red - Green – Amber system enhanced the visibility of those indicators where performance was dropped to less than acceptable and enabled the committee to focus on those areas.

An additional enhancement to the quarterly review of KPI performance, this was the first period for which KPI reporting reflected an additional 'amber' performance status. This performance category identified indicators that had not achieved the target for the quarter, but where performance was within a tolerance or range.



As always the Panel monitored the KPI's on a quarterly basis throughout the year.

(vii) Quarterly Finance Monitoring - The Panel has within its terms of reference to consider financial monitoring reports on key areas of income and expenditure. This is monitored on a quarterly basis by the Panel and the reports are presented based on which directorate was responsible for delivering the services to which the budgets relate. Salaries monitoring data was also presented as well as it represented a large proportion of the authorities expenditure and is an area where historically large under spends had been seen.

This year performance against target was 80% the highest ever reported and thanks goes to officers for that achievement.

(viii) Equality Objectives – Progress Report – The Panel received regular reports updating them on the progress towards the achievements of the Council's equality objectives.



As part of the Public Sector Equality duty, the Council adopted four equality objectives with the capacity to make a difference to the communities of the district.

The equality objectives focused the Council's equality related work and were required to be published every four years. The objectives must be specific and measurable, and set out how progress would be measured.

The equality objectives helped the Council meet one or more aims of the Public Sector Equality Duty and were focused on the following key areas where improvement in relation to equality had been identified:

- the use of equality intelligence
- ownership of equality
- engagement
- the workforce equality profile

The reports set out the progress made against each of the four points identified. Members had asked that in future the form of this report be reviewed to provide a more succinct review. Equality needed to be implicit in all council activities and to be built in to day to day working practices and not considered an end in itself.

(ix) Budget 2014/15 – Financial Issues Papers - This report provided the framework for the Budget 2014/15 and updated members on a number of financial issues for the medium and short term.

In broad terms the following represent the greatest areas of current financial uncertainty and risk to the Authority:

- Central Government Funding
- Business Rates Retention



- Welfare Reform
- New Homes Bonus
- Development Opportunities
- Reducing Income Streams
- Waste and Leisure Contract Renewals
- Organisational Review

It was noted that we had a vastly reduced Revenue Support Grant and Local Council Tax Support but were now able to retain a portion of local business rates.

Taking this into consideration it was proposed to reduce the funding to parish councils by 13.6% for 2013/15 and 14.1% for 2015/16; though these amounts needed to be seen in the light of the total parish receipts for 2013/14 being just short of £3m.

One other aspect of the new scheme on Business Rates Retention is the ability to pool with other authorities to share risk and possibly reduce levy payments. The DCLG were very late issuing guidance last year and so although most Essex authorities were keen on pooling in principle, no agreements was possible for 2013/14. The possibility of pooling was now being taken forward through the Essex Leaders Strategic Finance Group with the intention of having a pool in place for 2014/15.



The Government announced in June 2013 that it would continue to provide an incentive for authorities to freeze the Council Tax for both 2014/15 and 2015/16. Additional grant equivalent to a 1% increase in the Council Tax would be available and Councils seeking to raise Council Tax by more than 2% would have to conduct a referendum. From 2016/17 onwards it was assumed that future increases would not exceed 2.5%.

In conclusion, the Council was in a stronger financial position than had been anticipated. This was due to the greater level of savings in 2012/13 and reductions through underspent budgets. However, the scale of the challenges ahead was greater now than at any time in the past.

(x) Fees and Charges 2014/15 – This was an annual report on the fees and charges that the Council levies and what scope if any there was to increase particular charges.

It was noted that one of the key areas to be revisited was the pay and display charges in the Council's off street car parks. These charges had not been increased for five years. A recent study in 2011/12 predicted that modest changes in the fee structure could boost income by more than £300,000. Pay and Display car parking fees form the largest discretionary income stream to the General Fund. The current income estimate was set at £747,000.

In recent years the scope to increase fees has become somewhat more limited as government has introduced cost recovery only for some fees or set a maximum level for others. There are also some fees that the government sets that the Council has no control over.

Apart from bulk waste and car parking charges there did not seem to be much in dispute. It seemed that the Panel would like to go for a 50/50 split between increases in fees and cost savings.

(xi) Council Tax Freeze Grant - This report showed the contrast in the Council's financial position if it was to increase Council Tax instead of accepting the Freeze Grant.

The Finance Cabinet Committee had decided to recommend a further freeze in the Council Tax to Cabinet. The Financial Issues Paper had assumed Members would not want to increase the Council Tax and so no alternative scenario involving an increase was provided.



The last time the Council Tax was increased was for the 2010/11 financial year. Since then the Department for Communities and Local Government (DCLG) had made grants available to support authorities choosing to freeze the Council Tax. These grants had been the equivalent of a 1% increase in Council Tax, approximately £75,000, and have been accepted for the three financial years from 2011/12 to 2013/14.

Having not increased the Council Tax for three years, it could be argued that to increase now by only 2% for two years was not unreasonable.

However, increasing the Council Tax would go against both the medium term aims in the Corporate Plan and the Cabinet's current Key Objectives. The Corporate Plan 2011/15 includes five medium term aims, one of which was to "Have the lowest district Council Tax in Essex and maintain that position".

(xii) Sickness Absences – It was noted that the Council's target for sickness absence under KPI10 for 2013/2014 was an average of 7.25 days per employee.

Under the Council's Managing Absence Policy there are trigger levels for initiating management action in cases of excessive sickness absence. These are:

- (i) during any 'rolling' twelve-month period an employee has had 5 or more separate occasions of absence; or
- (ii) during any 'rolling' twelve-month period an employee has had at least 8 working days of any combination of un/self-certificated, or medically certificated absences.



In addition to the above a manager should consider referring an employee to Occupational Health when an employee has been absent from work for at least one month if there was no estimate when they would be fit to return, or if this was unlikely to be within a reasonable period.

(xiii) Allocation of Costs – A Sub-Committee Report – A sub-committee of this Panel was set up to look at levels of recharging that made it difficult to determine if the service was providing Value for Money. This Panel was asked by the Finance and Performance Management Cabinet Committee to investigate recharges as members found them confusing.

The members of the sub-group comprised of Councillors Lion, Mohindra and Watson. The Sub-group worked with the Assistant Director, Finance, to investigate and look below the surface of the high level budget and accounts presented to members. They noted the figures for the statutory accounts; the costs that the council did not have control of; and that budgets should be a proactive planning exercise. They identified issues for the future by identifying who was responsible and the cost allocation for management purposes. However, given that they were looking at a restructure of the

council, they noted that this would provide an opportunity to rebuild the budgetary process to be more helpful to members and officers.

As it was requested by the Finance and Performance Management Cabinet Committee, the report was forwarded on to them.

CASE STUDY: Information and Communications Technology Strategy



The ICT Strategy 2013/2018 has been approved internally by Management but this was an opportunity for Members to consider this critical document prior to it being taken to Cabinet for formal adoption.

A number of issues were highlighted during the website and mobile working workshop held for Members on 21st May. ICT had identified a number of solutions for Member consideration and recommendation to the Cabinet.



Development of the ICT Strategy began in early 2013. Work started by identifying the drivers influencing change both internally and externally. Based on these drivers, a list of projects and initiatives were identified and their benefits assessed. All the information was then analysed and grouped into 10 high level key themes.

This draft proposal was taken to Leadership Team for comment. All feedback was incorporated into the draft which was subsequently approved by Management Board with further minor amendments.

The detailed strategy has now been produced and consists of three documents. These have been distributed to Panel Members and Document 1 had been distributed to all Members.

- Document 1: ICT Strategy –core document; this is an over-arching 5 year strategy. Preparatory work on its replacement will commence in summer 2017.
- Document 2: ICT Projects; this gives a listing of all projects, and will be updated annually
- Document 3: ICT Update; this gives an annual update of the progress made, the internal ICT position and also issues around the role of ICT in the broader work of the Council.

Apart from internal drivers for change the council was also responding to changes in the public sector such as the Public Sector Network (PSN), the G Cloud, the use of open source/open standards software and the localism agenda.

The ICT strategy was based around ten key themes:

- 1) **Working smarter** – to acquire and provide the skills and tools for the council to become smarter, more adaptable and more efficient;
- 2) **New technology** – develop the ICT infrastructure to take advantage of new technology and greater efficiency, keeping up with technology including 'Cloud' where there was a robust business case;
- 3) **System integration** – where suitable facilitate the integration of back end systems across directorates and functions, including common architectures;

- 4) **Big data (Business Intelligence)** – to provide tools to collect, use and manage data efficiently and effectively across the council and partners;
- 5) **Value for Money** – to maximise value for money by making best use of existing systems and hardware and exploring alternative software solutions including open source;
- 6) **Keeping the Lights on** – maintain reliable and secure ICT service for internal users and members;
- 7) **24/7/365** – to provide 24/7/365 digital by default services for residents;
- 8) **Partnerships** – investigate and develop external partnerships where appropriate for EFDC and internal partnerships where ICT could add value;
- 9) **Communication and Training** – putting in place communication and training to assist technical and cultural change and development;
- 10) **A shared vision** – to provide a clear supported and understood ICT strategy building on the Council's needs, external drivers and demands from residents.

The second part of the report dealt with the workshops held for members. It was noted that in total, 15 members out of 58 had attended, and they had raised a number of issues particularly about member access to ICT services. Some of the problems mentioned were:

- Access via the VPN token was slow and difficult to use – officers were looking to getting a 'soft token' using emails or texts;
- VPN training – officers would try and offer this as soon as possible, they would also try and offer home help to members and help set up their VPN systems;
- They were also looking at remote access;
- They would consider members desire for Email provision of an EFDC address;
- As for mobile working and people using such things as i-pads, the Council now has an app called 'Good' to enable members to pick up their council emails on the move;
- There was also a possibility to update Modern dot Gov. This would enable members to look at restricted documents on the web; and
- It was noted that the councillor pages on our site was generally much appreciated by the members.

Approximately, and additional £27,000 would be needed to fund licences for member access. This would need to be put into the 'Capital Requirements' of the proposed budget for Cabinet to discuss.

To justify the additional expense it was agreed that a full survey of all Members would be undertaken to ascertain their thoughts on the Council's IT systems. An email survey of members was carried out in November 2013 with a very low response of only 10 responses. The results of this survey were to inform a report to Cabinet. It had indicated a lack of overall interest in member access to ICT services. As an initial step consideration has been given to piloting a member's email facility at zero cost to prove the capability and to try to interest a wider group of members to take up the facility.



4. SAFER CLEANER GREENER STANDING PANEL

The Safer, Cleaner, Greener Standing Panel consisted of the following members:

Councillor J Lea (Chairman)
Councillor H Brady (Vice Chairman)
Councillors K Avey, R Butler, T Cochrane, G Chambers, L Girling, Y Knight, S Murray, M Sartin, P Smith and P Spencer

The Lead officer was John Gilbert, Director of Environment and Street Scene.

Terms of Reference

1. To approve and keep under review the “Safer, Cleaner, Greener” initiative development programme.

(Note: this development programme will encompass the three main issues and will therefore include matters such as:

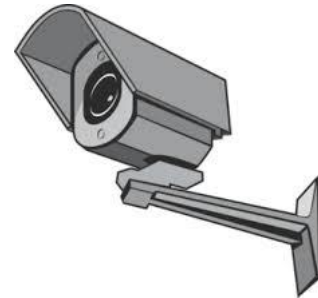
- (i) environmental enforcement activity*
- (ii) safer community’s activities*
- (iii) waste management activities (in addition to WMPB information))*

2. To keep under review the activity and decisions of the Waste Partnership Member Board and the Inter Authority Member Working Group.
3. To receive reports from the Waste Management Partnership Board in respect of the operation of and performance of the waste management contract
4. To monitor and keep under review the ‘Climate Local Agreement’ and the Council’s progress towards the preparation and adoption of a sustainability policy and to receive progress reports on the Council’s Climate Change Strategy from the Green Working Group
5. To receive and review the reports of the Bobbingworth Nature Reserve (former Landfill site) Liaison Group.
6. To act as the Council’s Crime and Disorder Scrutiny Committee and to keep under review the activities of the Epping Forest Safer Communities Partnership as a whole or any of the individual partners which make up the partnership and:
 - That one meeting a year be dedicated as Community Safety Committee meetings.
7. To monitor and review the new Local Highways Panel.
8. To receive the minutes of the North Essex Parking Partnership (NEPP) for the purposes of monitoring the work and progress of the partnership.
9. To monitor and review the minutes of the Police and Crime Panel.

The Panel scrutinised a number of important issues over the last year, which included:

(i) CCTV 3 Year Action Plan – The Panel noted that a new national surveillance code of practice which asked for justification for the use of CCTV. However, officers wondered that if they had to take away the cameras would they also lose the deterrent effect that CCTV brought. They noted that the government did not accept that there was a deterrent effect. Officers were now working with the Police asking how they used the images and to provide evidence on this.

Asked when the code of practice had to be adopted. The Panel was told that it was being phased in from October; but the timing also depended on the size of the CCTV setup; the bigger systems would have to comply first. Eventually, this may also apply to private household CCTV setups.



Asked about the affect it would have on our partnership working, the Panel were told that the council had trained up police officers to use our facilities and operate the CCTV facilities independently of our officers if they needed to.

Officers will now work on developing and updating of the council's webpages on CCTV.

(ii) SCG Strategy – Enforcement Activities -

The Panel noted the latest enforcement activity schedule. They noted that officers had carried out evening checks on taxis and visited a number of licenced premises to check on licence conditions. In general licenced establishments were complying with their conditions.



Officers and Police had also undertaken stop/checks on suspect waste carrier vehicles. A series of stop/checks had been planned for October 2013 as part of a burglary week of action.

The Panel also noted the work being carried out on fly-tipping, the issuing of fixed penalty notices and ASB work on noise etc.

(iii) North Essex Parking Partnership Update – The Panel received a short



presentation on the background to the North Essex Parking Partnership. They noted that the County Council had overall responsibility for parking and related matters before April 2012; this responsibility was delegated to the district councils under twelve separate agency agreements. At that time the overall deficit across the County was circa £1million. Essex County then cancelled the agency agreements in 2010. They set up a Review Group to look at their options for retrieving the deficit.

They settled for a simpler two partnership option, splitting the partnership into North and South. This resulted in significant savings due to economies of scale of the operations as well as consolidation of a central support structure. They have a single website where people could report problems. This website would channel them into the north or south partnership depending on where the problem was.

(See case study for full details)

(iv) Monitoring Minutes of Relevant Meetings – The Panel was also tasked with the monitoring and review of the minutes of a number of different meetings and organisations such as: ‘the Waste Partnership Member Board’; the ‘Inter Authority Member Working Group’; the ‘Waste Management Partnership Board’; the ‘Bobbingworth Nature Reserve Liaison Group’; the ‘Local Highways Panel’ and the ‘North Essex Parking Partnership’.

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 invariably led to just a noting exercise.

(v) Department of Transport Consultation Document on Local Authority Parking - The consultation was based around the premises that local authorities should adopt local parking strategies which compliment and enhance the attractiveness of high streets and town centres.

The consultation used the term “local authority” as a generic one, when in reality, unless agency arrangements are in place, responsibility for parking on the highway rests with the Highway Authority, in this area, Essex County. However, having withdrawn local agencies, on-street responsibility now rests with North and South Essex Parking Partnerships. In respect of off-street parking however, districts do have direct responsibility, even if discharged through a third party such as a contractor or NEPP.

The consultation sought responses to ten main questions. The Joint Committee of the North Essex Parking Partnership (NEPP) approved responses to the consultation at its Committee meeting on 8 January 2014. Members were asked if they wished to consider any additional comments to the NEPP response. On consideration of the responses the Panel added a few comments of their own and enlarged on some of the comments already made.

CASE STUDY: North Essex Parking Partnership



The Panel received a short presentation on the background to the North Essex Parking Partnership. It was noted that the County Council had overall responsibility for parking and related matters before April 2012; this responsibility was delegated to the district councils under twelve separate agency agreements. At that time the overall deficit across the County was circa £1million. Essex County then cancelled the agency agreements in 2010. They set up a

Review Group to look at their options for retrieving the deficit. They settled for a simpler two partnership option, splitting the partnership into North and South. Colchester Borough Council became the lead authority for the North Essex Parking Partnership (NEPP); Chelmsford being the lead authority for the South Partnership. This resulted in significant savings due to economies of scale of the operations as well as consolidation of a central support structure. It was estimated that the deficit will be overcome by the end of year three. To handle the governance they have set up a joint committee, with one representative from each district/borough along with the County Portfolio Holder (Councillor Waller was our representative). They have a single website where people could report problems. This website would channel them into the north or south partnership depending on where the problem was.

Asked if we were saving any money with this new set up with NEPP, Members were told that with NEPP we were indeed saving money compared to the previous contract we had with Vinci Parks Limited.

It was noted that we had two officers to monitor the off street car parks, street furniture and the performance of NEPP. We made about one million from our car parks; NEPP collects the cash and this was monitored by us so as not to lose income. We also keep the machines under surveillance in case they needed servicing. We also monitor the pattern of fines issued so that we know where NEPP have been patrolling etc.

It was noted that NEPP was purchasing a CCTV camera car to capture data and issue notices. The Portfolio Holder said that the CCTV vehicle would start up this month, in response to the many complaints received from outside schools.



It was noted that we were one of the authorities to issue a large amount of on-street penalty charge notices. They wondered if we were getting our fair share from these charges, as we seem to generate a lot of the income. They were told that was a valid point but members were reminded that this was a County function and that they had to balance their books across the county and use their resources and income as they saw fit.

Asked if this Council had any say on what alternative enforcement schemes could be put in place, Members were told that we did have a say and we had objected to Pay and Display schemes in the past. The District could always have more enforcement, but it should be noted that the purpose of enforcement was for Highways Safety. There was also a cost to enforcement and that would come back to us.

Members asked if a cost benefit analysis had been carried out for the proposed CCTV camera car. Was it more efficient to have more cars rather than officers? They were told that this was just a trial of the CCTV car. We will find out how cost effective this was at the end of the year.



5. PLANNING SERVICES STANDING PANEL

The Planning Services Panel consisted of the following members:

Councillor J Wyatt (Chairman)
Councillor G Chambers (Vice Chairman)
Councillors K A Boyce, K Chana, James Hart, P Keska, B Sandler, T Thomas, J M Whitehouse and D Wixley.

The Lead officer was John Preston, Director of Planning and Economic Development.

Terms of Reference

1. To consider and review Measures taken to Improve Performance within the Directorate concerning:
 - a) Performance standards and monitoring,
 - b) Benchmarking of Services
 - c) Other Reviews
2. To consider and review Business Processes, Value for Money and Staffing arrangements for the Directorate focusing on:
 - a) Development Control, Appeals and Enforcement.
 - b) Forward Planning, Economic Development, Conservation and Trees and Landscape
 - c) Building Control and the Planning Support Team
3. To monitor and receive reports/updates on the delivery of the Local Plan
4. To monitor and receive reports/updates on the Planning Electronic Document Management System. To provide information regarding the progress and availability of planning information held on i-Plan.
5. 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;
6. To report to the Overview and Scrutiny Committee at appropriate intervals on the above. To report to the Overview and Scrutiny Committee, the Council and the Cabinet with recommendations on matters allocated to the Panel as appropriate.



The Panel scrutinised a number of important issues over the last year, which included:

(i) 'Crossrail' 2 Consultation – Crossrail 1 provided improved links and capacity for east west travel across and within London, Crossrail 2 was intended for the same role but on a south west north east axis. Since 1991 a route for Crossrail 2 had been safeguarded, which included the Central Line to Epping.

It was considered that the Central Line was already at capacity and would get progressively worse over the next twenty years. The consultation recognised that funding of major public transport improvements over the next 20 years had several very significant calls upon limited resources and the Central Line rolling stock was about midway through its 40 year design life.

Members responded positively to the consultation, it was felt that the Regional Option was the better one and that Stratford should be used as a connecting station.

(See case study for full details)

(ii) Section 106 Agreements Monitoring Report - Section 106 of the Town and Country Planning Act 1990 allowed a local planning authority to enter into a legally binding agreement or planning obligation with a land owner/developer over a related issue. This obligation was often termed a Section 106 Agreement.

Section 106 Agreements could act as a main instrument for placing restrictions on developers, requiring them to minimise the impact of their development on the local community and carry out tasks providing community benefits.

The courts had stated that to be lawful, agreements only had to show that they were relevant to planning and that in all respects were reasonable.

The Panel noted the benefits *negotiated* through the year (2012/13) provided:

- A total of £731,659 received in the public purse.
- 69 affordable housing units.

Benefits *realised* through the year 2012/13 had provided:

- A total of £428,208 received.
- 67 affordable housing units.

It was also noted that the use of Section 106 agreements were being overshadowed by the emergence of the Community Infrastructure Levy (CIL) which was in effect a tax on developers' profit and this would replace much of the traditional Section 106 benefits.

(iii) Progress on Electronic Records Document Management System Planning and Building Control Services - The Panel received a report from the Planning and Economic Directorate Business Manager regarding Progress on Electronic Records Document Management Systems Planning and Building Control Services.

The placement of electronic planning information online mainly via the District Council's website and iPlan was an integral element of the directorate's strategy in

promoting the availability and transparency of planning records which could save considerable time and journeys to the Council's Civic Offices to view plans and records.

There were nine separate phases of actions required for Electronic Document Records Management Systems (EDRMS) development and a summary of each was as follows:

Phase 1 - Enhancements to the Local Land and Property Gazetteer for Address Management Improvement.

Phases 2 and 3 - These were both linked to better use of ICT systems across the directorate to achieve improved business processes and back office i-Plan operations.

Phase 4 - Further steps would be taken to facilitate easy access to making payments for all types of Planning and Building Control Services.

Phase 5 - Improvements in the quality of planning information provided as part of the i-Plan development.

Phases 6, 7 and 8 referred to the steps taken to transform our paper and microfiche records into electronic format.

Phase 9 - concerned taking the ERDMS a step further forward to support flexible and mobile working.

(iv) Brentwood Borough Local Plan Preferred Option Consultation - The Preferred Options consultation ran from 24 July to 2 October. Brentwood Council intended to submit its Local Plan early in 2014 for examination in public with a view to adoption before the end of 2014. The plan would cover the period 2015 to 2030.



At the end of July Brentwood Borough Council held a "Duty to Co-Operate Workshop", which included an initial presentation of the Preferred Options consultation. The workshop was attended by members and officers from Basildon, Chelmsford, Epping Forest, Thurrock and Havering councils.

The key issues for the District Council were:

- (a) Provision for housing in the light of objectively assessed needs in Brentwood Borough;
- (b) Provision for the travelling community;
- (c) Provision for employment growth; and
- (d) Implications of Crossrail.

On considering the consultation report, the Panel made appropriate comments that were passed on to Brentwood Borough.

(v) Revised Planning Application Validation Checklist - Before officers began assessing a planning application, the application was checked for validity. To make a valid planning application there were national statutory and local information requirements which applied to each application type; these were commonly known as the National and Local Lists of Validation Requirements or Checklists. National requirements applied to all planning applications in England, with local requirements

set by each local planning authority having regard to local policies and constraints that were relied upon for a successful determination.

The Council's current validation checklist needed updating for it to remain relevant. The main changes to the document were:

- (a) One merged national and local list for easier reference. The format aimed at creating a more concise and less onerous process.
- (b) We would provide more detailed information and links to the relevant policies and guidance that applied to the requested document.
- (c) Some terminology had been revised making it clear when certain plans and information were required.
- (d) Making clear the requirements for written dimensions in some cases on plans for proposed extensions or new buildings.

(vi) Local Enforcement Plan - The Government had introduced, as part of the new localism agenda, the National Planning Policy Framework. Section 207 of the Framework stated that "planning authorities should consider publishing a local enforcement plan to manage enforcement proactively" and they should set out how they would "monitor the implementation of planning permissions, investigate alleged cases of unauthorised development."

The adoption of such an LEP helped safeguard against enforcement actions being open to challenge from parties enforced against on the basis that the Council had not formally adopted such a plan.

Although planning enforcement was a discretionary power of the Council, the LEP stated the authority's vision of readiness in taking effective action when justified. The Plan set out the principles of good enforcement and investigation, explaining what would and would not be investigated. The Plan set out the priorities for responses to complaints and clarified the timescales for response by officers.

The draft Local Enforcement Plan be endorsed and recommended to the District Development Control Committee.

CASE STUDY: Cross Rail 2 Consultation



Crossrail 1 provided improved links and capacity for east west travel across and within London, Crossrail 2 was intended for the same role but on a south west, north east axis.

Since 1991 a route for Crossrail 2 had been safeguarded and this included the Central Line to Epping.

A non-statutory consultation had been issued by Transport for London (TfL) and Network Rail running from 14 May to 2 August 2013, concerning the two proposed

routes for Crossrail 2, a north east terminus at Alexandra Palace (Metro Route) or Cheshunt (Regional Route).

Epping as a terminus

Epping had become a terminus after the Epping – Ongar portion of the Central Line was closed. A terminus was likely to have some positive economic impacts, although this could lead to pressures for development near the terminus. Commuters parking outside the station car park could cause issues for residents and businesses. However it could draw economic viability away from town centre areas.

Overall benefits of Crossrail 2 taking an alignment just to the west of the district using the West Anglia Routes

An alignment which used the West Anglia Main Line as a regional option just to the west of the district would still give businesses and residents of the district the opportunity to gain access to it.

What happens to the Central Line without Crossrail 2?

It was considered that the Central Line was already at capacity and would get progressively worse over the next twenty years. The consultation recognised that funding of major public transport improvements over the next 20 years had several very significant calls upon limited resources. The Central Line rolling stock was about midway through its 40 year design life. In particular, this was a concern because the service on the Hainault Loop



was already restricted compared to that on the Epping Branch. The Hainault Loop did not offer a late evening service, and the station usage levels at Roding Valley were towards the lowest end of the spectrum. Much greater certainty about the Central Line and its upgrades was needed.

Is there a case for a further Crossrail 2 option which EFDC and other councils which the Central Line runs through could support?

Whilst it was recognised that any route would have capacity limits, the options suggested had several routes/termini shown to the south west end of the Regional Option, but only two at the north east end. It appeared unusual that an alignment reaching Stratford had not been found. The station there had seen very significant increases in usage. Stratford was intended as a Crossrail 1 station, Crossrail 1 and 2 were presently intended to have only a single meeting point at Tottenham Court Road; it was felt that there should be two points at which these lines should meet.

What future investment in and role does TfL see for the Central Line?



It was not considered that the future intentions for the Central Line were adequately spelt out. There were significant risks if investment was put into other projects over an extended period.

Officers had attended a discussion recently where TfL explained their present thinking. The options for this Council ranged from taking a position of absolute objection to the loss of the original ideas, through to giving unqualified support for the new ideas.

In addition, regarding access to Stansted Airport, the present development with planning permission relied on a single rail line serving the airport. The development of other airports had seen consequential improvements to their public transport accessibility, and their resilience, by having improved rail connections.

If the Regional option was chosen with a terminus at Cheshunt, there may well be a requirement for a marshalling yard in the vicinity of that station, and relatively close to the District boundary.

Crossrail 2 would most likely require a marshalling yard relatively near each terminus. Some investigation had taken place and one site that was being considered was near Broxbourne Station. The site was in the Green Belt, the Lee Valley Regional Park and was contaminated. It would be quite close to the boundary of this district.

In the end, Members responded positively to the consultation, it was felt that the Regional Option was the better one and that Stratford should be used as a connecting station.



TASK AND FINISH PANEL

OVERVIEW AND SCRUTINY REVIEW TASK AND FINISH PANEL

Origin:

At its meeting on 7 April 2012 the Overview and Scrutiny Committee decided to establish a new Task and Finish Scrutiny Panel to review Overview and Scrutiny operations generally within the Council with particular reference to relations between the Cabinet and Overview and Scrutiny. This decision was made following attendance by a number of members at a joint training session on Overview and Scrutiny convened jointly with Harlow Council.

Aims and Objectives:

- (a) To report findings to the Overview and Scrutiny Committee and to submit any final reports in the proposed Corporate Format for consideration by O & S and Council by April 2014.
- (b) To gather evidence and information in relation to the topic through the receipt of data, presentations and by participation in fact finding visits if necessary;
- (c) To have due regard to the relevant legislation Council procedure rules.
- (d) To consult political groups and independent Councillors at the final stage of the review.

Term of Reference:

1. To scrutinise the current processes of Overview and Scrutiny and to what extent the functions could be improved.
2. To examine and review operational aspects of Overview and Scrutiny, in consideration of:
 - a) Chairmen and Vice-Chairmen of Overview and Scrutiny Committee:
 - Developing the relationship with the Leader;
 - Policy on appointment and political allegiance;
 - Leader / OSC liaison.
 - b) Cabinet Liaison:
 - Arrangements for pre-scrutiny of Cabinet business;
 - Meeting arrangements;
 - Questioning Portfolio Holders;
 - Annual Cabinet priorities.
 - c) Scrutiny Panels:
 - Membership / role of Standing Panels;
 - Progress reporting and achieving outcomes from Panels;
 - Managing Scrutiny Panel business.

- d) Call-in procedures:
 - Presentation of Call-ins;
 - Responses by Portfolio Holders;
 - Briefing by Chairman of Overview and Scrutiny.

 - e) Scrutiny of External Organisations:
 - Engagement with the public;
 - Layout of the Chamber;
 - Selecting the right forum for external scrutiny;
 - Following up on undertakings given;
 - Avoiding pre-prepared presentations;
 - Preparation: liaison with the public and other councillors;
 - Managing Questions / setting of objectives.

 - f) Budget Scrutiny:
 - Assessing the effectiveness of the present Finance and Performance Management Scrutiny Panel;
 - Determining the correct role of Overview and Scrutiny in budget preparation and monitoring;
 - Budget documentation for OSC;
 - Programming O&S involvement in budget making.

 - g) Public Profile of OSC:
 - Public awareness;
 - Determining the work plan each year (including the PICK system);
 - Questions from the public for Portfolio Holders / OS Committee.
3. To examine and review any other operational aspects of Overview and Scrutiny.

The Panel

The Committee appointed the following members to serve on the Panel:

Councillors K Angold-Stephens (Chairman), R Gadsby (Vice Chairman), A Grigg, M Sartin, D Stallan and J H Whitehouse

The Lead officer was Ian Willett, Assistant to the Chief Executive.

They had been charged with reviewing Overview and Scrutiny operations generally within the Council with particular reference to relations between the Cabinet and Overview and Scrutiny. This decision was made following attendance by a number of members at a joint training session on Overview and Scrutiny convened jointly with Harlow Council.

The Panel considered the scoping report for the Panel reviewing their terms of reference and the timescale for the completion of the review. They noted that:

- a) The rules on 'Questions from the public' were being reviewed at present and may well be changed by Cabinet and Council by next February;
- b) The members of the Panel discussed the possibility of Chairmen being given the discretion to allow more than the stipulated number of public speakers at any meeting;
- c) The Panel agreed that they should also look at how the Council Chamber should be laid out, especially when the O&S has a presentation. Should they all be on the same level so that the Committee did not have to look up to them?
- d) Should the Committee be introduced to visitors so that they knew who they were talking to and what wards they represented, or was it that the Councillors were there to represent the district as a whole;
- e) Should topics at presentations be limited in number so that they could be considered in more detail;
- f) They noted the comments made in the recent interviews with members that O&S needed to be reviewed as it lacked bite; and
 - that there were concerns on the appointment of the Chairman and Vice Chairman of the O&S Committee;
 - there were concerns over the whipping of members over O&S matters;
 - that the relationship between O&S and the Cabinet did not seem as good as it could be, they did not seem to be working well together;
- g) That the O&S Committee and the Cabinet meetings were too close together;
- h) Would it be better to use the forward plan to review the Cabinet's work over a three month period;
- i) Councillor Waller would like to address the Committee – this was agreed;
- j) For wider geographical topics such as public health, would joint scrutiny with an adjoining authority be more useful;
- k) There was a need to scrutinise how outside bodies were dealt with;
- l) How do you get members more involved in the process?
- m) The work of the Standing Panels be reviewed, are they in the right format?
- n) There were concerns raised over budget monitoring, with too much detailed figure work going to the scrutiny panel, that was really more for the Cabinet to deal with. It was thought that Scrutiny should look at the broader budget issues, and not the detailed figure work;
- o) The Panel would like a report on this from the Director of Finance brought to its next meeting, it would also be a good idea for the Chairman of the Finance Standing Panel to attend this meeting as well;
- p) Should the relevant KPIs go to the relevant Standing Panel to look at and not to the general Finance Panel;
- q) All Panel Chairmen should be consulted on what they think was right or wrong with the present system;
- r) That the present Call-in system worked well, but was a five day deadline long enough?
- s) Was there a procedure for "calling back a call-in" – if the lead member of a call-in, having met with the relevant Portfolio Holder and having come to a mutually agreeable solution, could a call-in be withdrawn? and
- t) That there was some concern over the arrangements on how call-ins were heard. The Portfolio Holder had to wait for the lead member of the call-in to speak and then had to wait for any other member of the call-in to add their comments, which was potentially five other speakers, who could speak before the Portfolio Holder had a chance to put their view across.

The Panel clearly had a lot to consider and review and took approximately 10 months to deliver its final report to the Overview and Scrutiny Committee, spanning two

municipal years.

The Panel reported to the O&S Committee on 20 May 2013 with their provisional recommendations and the Committee made a number of comments and raised questions about some of our proposals.

The Audit and Governance Committee requested an opportunity to review the interim findings and also the process of the review itself, to seek assurance, from the point of view of good governance and that the review was a robust one. The Audit and Governance Committee received a report with the interim proposals at its meeting on 27 June 2013 and was happy with the process.

The final report of the Panel made recommendations on:

- The appointment of the Chairman of the Overview and Scrutiny Committee;
- The liaison between the Cabinet and the Overview and Scrutiny Committee;
- Improving the Overview and Scrutiny Work Programme;
- Minor proposals in relation to the Scrutiny Panels;
- The revision of some of the Call-in procedures;
- The scrutiny of external organisations;
- The scrutiny of the Budget;
- The scrutiny of Key Performance Indicators;
- The public profile of Overview and Scrutiny;
- The consideration of items from the public for scrutiny;
- Encouraging participation by the public; and
- The type of training Members should receive on scrutiny matters.

These recommendations were accepted by the parent Overview and Scrutiny Committee and would be put into action when practicable.



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Overview and Scrutiny Work Programme – June 2014

Overview and Scrutiny Committee			
Item	Report Deadline / Priority	Progress / Comments	Programme of Future Meetings
(1) OS Annual Review/ Annual Report	July 2014	Final report to the July 2014 meeting.	01 July 2014; 16 Sept.; 14 October; 10 Nov; 12 January 2015; 10 February; 23 March; and 27 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.	2014	Recommendation taken from the Children Services Task and Finish Panel. To invite an Officer and the Portfolio Holder.	
(3) Six monthly review - (a) Monitoring of OS recommendations (b) OS work programme	For November 2014	Last completed in November 2013	
(4) To review the strategic direction of Epping Forest College, its vision for the future and its relationship with the Community	For July 2014	Last Completed in April 11 when the Principal of Epping Forest College addressed the April 2011 meeting. A new Principal has recently been appointed.	

(5) To receive a presentation from Youth Council members	November 2014	Members of the Youth Council to attend with an update on their programme of work.	
(6) Key Objectives 2012/13	Outturn report to July 2015 meeting	Outturn report for 2014/15. Quarterly progress reports in respect of the annual Key Objectives are made to the Cabinet and the Overview and Scrutiny Committee.	
(7) Key Objectives 2014/15	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).	
(8) Mental Health Services in the District.	For February 2015	Came in February 2014 to update the Committee on the state of the Mental Health Services in the District – asked to return in 2015 and update the committee on progress made.	
(9) To establish a Task and Finish Panel on Scrutiny Panels	July 2014	To establish a Task and Finish Panel to look at the future of Scrutiny Panel.	

Scrutiny Panels

Housing Scrutiny Panel (Chairman – Cllr)

Item	Report Deadline / Priority	Progress / Comments	Programme of Future Meetings
(1) Housing Key Performance Indicators (KPI) – Quarters 4 (2013/14)	TBC 2014		22 July 2014 21 October 2014 20 January 2015 24 March 2015
(2) Performance against Housing Service Standards and Review	July 2014		
(3) 12-Month Progress Report on Housing Strategy Action Plan 2013/14	October 2014		
(4) Housing Strategy Action Plan 2014/15	October 2014		
(5) Annual Review of the Housing Allocations Scheme and Tenancy Policy <i>(Recommendations to Cabinet)</i>	October 2014		

(6) Annual Diversity Report of Housing Applicants <i>(Recommendations to Housing Portfolio Holder)</i>	October 2014		
(7) Housing Key Performance Indicators (KPI) – Quarter 1 and 2	October 2014		
(8) Six-Month Review of the HRA Financial Plan	October 2014		
(9) Six-monthly Progress Report on Housing Business Plan Action Plan	October 2014		
(10) Private Sector Housing Strategy Action Plan – Annual Progress Report	October 2014		
(11) Housing Key Performance Indicators (KPI) – Quarter 2 Briefing on the proposed Council rent increase for 2015/16	January 2015		
(12) Briefing on the proposed Council rent increase for 2015/16	January 2015		

(13) Proposed housing service improvements and service enhancements – 2015/16 <i>(Recommendations to Cabinet)</i>	January 2015		
(14) Housing Key Performance Indicators (KPI) – Quarter 3	March 2015		
(15) HRA Business Plan 2015/16	March 2015		
(16) Six-Month Review of the HRA Financial Plan	March 2015		
(17) 12-monthly Progress report on Housing Business Plan Action Plan	March 2015		
Special (Planned) Items – Including Updated Housing Service Strategies			
(18) Presentation from Family Mosaic on their Floating Support Service to vulnerable people to help prepare/sustain their tenancies	July 2014		
(19) Housing Service Strategy on Rent Arrears (Review and Update)	July 2014		

(20) Housing Service Strategy on Harassment (Review and Update)	July 2014		
(21) Housing Service Strategy on the Private Rented Sector (review and Update)	July 2014		
(22) Consideration of the Government's "Pay to Stay" Policy (DCLG Guidance on Social Housing Rents)	July 2014		
(23) Possible operation of operating a "Sinking Fund" for new leaseholders in new or existing flat blocks where there are no existing leaseholders	July 2014		
(24) Housing Under-Occupation Officer post – 1 Year Review	July 2014		
(25) EFDC Tenant Profile Report	July 2014		
(26) Housing Strategy 2015-2018	January 2015		
(27) Homelessness Strategy 2015-2018	January 2015		

(28) Housing Service Strategy on Anti-Social Behaviour (Review and Update)	January 2015		
(29) Housing Service Strategy on Older Peoples Housing (Review and Update)	March 2015		
(30) Housing Service Strategy on Housing and Estate Management (Review and Update)	March 2015		
(31) Housing Service Strategy on Empty Properties (Review and Update)	March 2015		
(32) Report of the Tenant Scrutiny Panel on its Service Review of Tenant Involvement	March 2015		

Constitution and Member Services Scrutiny Panel (Chairman – Cllr)

Item	Report Deadline / Priority	Progress / Comments	Programme of Future Meetings
(1) Review of Polling Stations	28 July 2014		28 July 2014; 23 September; 18 November; 13 January 2015; and 17 March
(2) Review of Elections	28 July 2014		
(3) Joint Consultative Committee – Terms of Reference and Constitution regarding representation for non-union staff	TBA		

Safer, Cleaner, Greener Scrutiny Panel (Chairman – Cllr)

Item	Report Deadline / Priority	Progress / Comments	Programme of Future Meetings
(1) Enforcement activity	October 2013	Six monthly report to Panel	15 July 2014
(2) CCTV action plan review	July 2014	Six monthly report to Panel – last went to October '13 meeting	07 October 2014;
(3) CSP scrutiny review meetings	April 2015	Report last went to April 2014 meeting.	06 January 2015;
(4) Receive notes of Waste IAA Member meetings	As appropriate	Notes reported to Panel at first available meeting following receipt – the January '14 meeting received notes of 24 October 2013 meeting	24 February 2015;
(5) Receive notes of Waste Management Partnership Board	As appropriate	Notes reported to Panel at first available meeting following receipt – October '13 meeting received notes of 15 July 2013 meeting	28 April 2015
(6) Progress against Climate Local Agreement	July 2014	Six monthly report to Panel	Crime & Disorder Scrutiny meeting – April 2015?
(7) Progress against carbon reduction strategy	July 2014	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.	
(8) Receive notes of Bobbingworth Nature Reserve liaison group	As appropriate	Notes reported to Panel at first available meeting following receipt – October meeting received notes of the 27 March 2013 meeting.	

Safer, Cleaner, Greener Scrutiny Panel (Chairman – Cllr)

Item	Report Deadline / Priority	Progress / Comments	Programme of Future Meetings
(9) Recycling in flats and multi-occ dwellings		A verbal report was given to the October 13 meeting	
(10) Monitor Local Highways Panel	As Appropriate	Once established to keep a watching brief on the effectiveness of the new Local Highways Panel – January '14 meeting received minutes from the November 2013 meeting.	
(11) Review notes of SLM contract monitoring board	As Appropriate	Notes reported to Panel at first available meeting following receipt – January '14 meeting received minutes of the November 2013 meeting	
(12) Receive notes of North Essex Parking Partnership (NEPP) minutes	As Appropriate	Notes reported to Panel at first available meeting following receipt – January '14 meeting received notes from the August '13 meetings.	
(13) 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. An officer to go to the July '14 meeting.	
(14) To monitor the minutes of the Police and Crime Panel	As Appropriate		

Planning Services Scrutiny Panel (Chairman – Cllr)			
Item	Report Deadline / Priority	Progress / Comments	Programme of Future Meetings
1. To consider and Review Measures taken to Improve Performance within Development Management	To be confirmed		8 July 2014; 2 September 2014; 9 December 2014; and 14 April 2015
2. To consider and review Value for Money and any resource implications.	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	Each meeting		
4. To monitor and receive reports/updates on the Planning Electronic Document Management System	2 September 2014	Received update on Electronic Records Document Management Systems at the 2 September 2014 meeting	

5. 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		
6. To report to the Overview and Scrutiny Committee at appropriate intervals on the above.	To consider at each meeting.		
7. 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	
8. To receive urgent or other consultations and consider what response to give on behalf of the Council.	As and when required to meet consultation deadline		
9. S106 Agreements Monitoring Report (Annually)	8 July 2014		

Finance and Performance Management Scrutiny Panel (Chairman – Cllr)			
Item	Report Deadline / Priority	Progress / Comments	Programme of Future Meetings
(1) Key Performance Indicators – 2013/14 - Outturn	Outturn KPI performance (all indicators) considered at the first meeting of each municipal year.	Outturn KPI performance report for 2013/14 (all indicators) to be considered at the July 2014 meeting.	16 July 2014; 09 September; 11 November;
(2) Key Performance Indicators – 2014/15 – Quarterly Performance Monitoring	Quarterly KPI performance (specified indicators only) considered on a three-monthly basis.	Quarterly KPI performance report for 2014/15 (specified indicators) to be considered at the meetings to be held in September 2014 (qtr. 1), November 2014 (qtr. 2) and March 2015 (qtr. 3).	20 January 2015 – jointly with Fin. Cabinet Cttee; and 10 March.
(3) Proposed Key Performance Indicators – for 2015/16	Draft indicator set considered alongside review of third quarter KPI performance for 2014/15.	Proposed KPIs for 2015/16 to be considered at March 2015 meeting.	
(4) Financial Monitoring 2014/15	Quarterly budget monitoring reports considered on a three-monthly basis.	Quarterly budget monitoring reports for 2014/15 to be considered at the meetings on September '14 (qtr. 1), November '14 (qtr. 2) and March '15 (qtr. 3).	
(5) Annual Consultation Plan	Consultation plan considered on an annual basis at first meeting in each municipal year.	Consultation Plan considered at first meeting of each municipal year.	

(6) Detailed Portfolio Budgets	Portfolio budgets considered on an annual basis jointly with the Finance and Performance Management cabinet Committee.	Annual review of portfolio budgets to be considered at joint meeting with the Cabinet Finance Committee on January 2015.	
(7) Equality Objectives 2012-2016 - Progress	Progress against equality objectives considered on a six-monthly basis. .	Half yearly progress reports for 2014/15 to be considered at meetings on September 2014 and March 2015.	
(8) Provisional Capital Outturn 2013/14	Provisional Revenue Outturn considered on an annual basis at first meeting in each municipal year.	Provisional outturn for 2013/14 to be considered at meeting on 16 July 2014	
(9) Provisional revenue Outturn 2013/14	Provisional Revenue Outturn considered on an annual basis at first meeting in each municipal year.	Provisional outturn for 2013/14 to be considered at meeting on 16 July 2014	
(10) Fees and Charges 2015/16	Proposed fees and charges considered on an annual basis each November.	Proposed fees and charges for 2015/16 to be considered at meeting on 11 November 2014	
(11) Sickness Absence	Detailed progress against achievement of sickness absence targets reviewed on a six-monthly basis.	Half yearly progress reports for 2014/15 to be considered at meetings on 9 September 2014 and 10 March 2015.	

(12) ICT Strategy Progress	Progress against ICT Strategy considered on an annual basis each September.	Progress report to be considered at the 9 September 2014 meeting.	
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**Request by Member for Scrutiny Review
2014/15 Work Programme**



Please complete the form below to request consideration of your issue by the
Overview and Scrutiny Committee

Proposers Name:	Date of Request
Supporting Councillors (if any):	
Summary of Issue you wish to be scrutinised:	
NOTE: ENTRIES BELOW RELATE TO ISSUE CATEGORIES OF THE PICK PROCESS. PLEASE REFER TO THE EXPLANATORY NOTES TO THIS FORM FOR FURTHER INFORMATION	
Public Interest Justification:	

Impact on the social, economic and environmental well-being of the area:

Council Performance in this area (if known: Red, Amber, Green):

Keep in Context (are other reviews taking place in this area?)

Office Use:

Pick score:

Considered By OSCC: