



## ***Overview and Scrutiny Committee Tuesday, 21st July, 2015***

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, 21st July, 2015  
at 7.30 pm .**

**Glen Chipp  
Chief Executive**

**Democratic Services  
Officer:**

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564243

### **Members:**

Councillors R Morgan (Chairman), K Angold-Stephens (Vice-Chairman), N Avey, T Church, D Dorrell, L Girling, S Kane, P Keska, A Mitchell MBE, G Mohindra, S Murray, S Neville, B Rolfe, M Sartin, G Shiell, B Surtees and D Wixley

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

### **WEBCASTING NOTICE**

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**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 consent to becoming part of the webcast.

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

**2. APOLOGIES FOR ABSENCE**

**3. SUBSTITUTE MEMBERS**

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

**4. MINUTES (Pages 5 - 36)**

**Decisions required:**

To confirm the minutes of the meetings of the Committee held on 09 June 2015.

**5. DECLARATIONS OF INTEREST**

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

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

Paragraph 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. VOLUNTEERING THROUGH TIME BANKING**

To receive a short talk on the time banking initiative by Marc Balkham, the Time Banking Co-ordinator.

**7. CORPORATE PLAN - KEY ACTION PLAN 2016/17 (Pages 37 - 52)**

(Director of Governance) To consider the attached report.

**8. REPLACEMENT WASTE LOCAL PLAN - REVISED PREFERRED APPROACH CONSULTATION (Pages 53 - 68)**

(Director of Neighbourhoods) to consider the attached report.

**9. SELECT COMMITTEES - TERMS OF REFERENCE (Pages 69 - 80)**

(Director of Governance) To consider the attached report and agree the draft Terms of Reference of the newly commissioned Select Committees.

*Resources Select Committee Terms of Reference to follow.*

**10. WORK PROGRAMME MONITORING (Pages 81 - 100)**

**(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.

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

At present we have had the following PICK forms submitted for the Committees' consideration. They are:

- Waste Services – from Councillor W Breare-Hall; and
- 6<sup>th</sup> Form Consortium – from Councillor Angold-Stephens

**11. REVIEW OF CABINET FORWARD PLAN (Pages 101 - 116)**

To review the Cabinet Forward Plan (Key Decision List) on a meeting by meeting basis.

**12. EXCLUSION OF PUBLIC AND PRESS**

**Exclusion:** To consider whether, under Section 100(A)(4) of the Local Government

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

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

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

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

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

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

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

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

## EPHING FOREST DISTRICT COUNCIL OVERVIEW AND SCRUTINY MINUTES

**Committee:** Overview and Scrutiny Committee      **Date:** Tuesday, 9 June 2015

**Place:** Council Chamber, Civic Offices, High Street, Epping      **Time:** 7.30 - 9.50 pm

**Members Present:** Councillors R Morgan (Chairman) K Angold-Stephens (Vice-Chairman) D Dorrell, L Girling, L Hughes, S Kane, A Mitchell MBE, G Mohindra, S Murray, S Neville, B Rolfe, A Patel, M Sartin, G Shiell, J H Whitehouse and D Wixley

**Other Councillors:** Councillors R Bassett, N Bedford, W Breare-Hall, A Grigg, H Kane, J Philip, S Stavrou, L Wagland and C Whitbread

**Apologies:** Councillors N Avey, T Church, P Keska and B Surtees

**Officers Present:** D Macnab (Deputy Chief Executive and Director of Neighbourhoods), S G Hill (Assistant Director (Governance & Performance Management)), S Tautz (Democratic Services Manager), T Carne (Public Relations and Marketing Officer), A Hendry (Democratic Services Officer) and M Jenkins (Democratic Services Assistant)

**By Invitation:** L Hill-Tout (Whipps Cross Hospital)

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### 1. WEBCASTING INTRODUCTION

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

### 2. SUBSTITUTE MEMBERS

It was noted that Councillor A Patel was substituting for Councillor T Church; Councillor L Hughes was substituting for Councillor N Avey; and Councillor Janet Whitehouse was substituting for Councillor B Surtees.

### 3. MINUTES

#### RESOLVED:

That the minutes of the Committee meeting held on 27 April 2015 be signed by the Chairman as a correct record.

### 4. DECLARATIONS OF INTEREST

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

## 5. BARTS HEALTH NHS TRUST - WHIPPS CROSS UNIVERSITY HOSPITAL

The Committee welcomed Lyn Hill-Tout, the interim Managing Director of Whipps Cross University Hospital. She was there to report to members on Barts Health NHS Trust's detailed plans for improvement in the areas of concern identified by the Care Quality Commission (CQC).

The Committee noted that Ms Hill-Tout had only been in post for 8 weeks, although she has had 42 years in the NHS and was last at the Mid-Staffordshire NHS Trust; she had retired two years ago but was very experienced in working with hospitals with damning CQC reports.

It was noted that:

- the CQC inspection of Whipps Cross took place in November 2014 by a team of about 20 inspectors with different expertise;
- five domains were used to rate the quality of services: safe, effective, caring, responsive and well led;
- the overall CQC rating of Whipps Cross was 'inadequate';
- 4 warning notices were issued by the CQC plus specific compliance actions;
- Key concerns arising from the inspections: *insufficient staff levels; a persisting culture of bullying and harassment; bed occupancy that is too high; and a failure to meet national waiting times targets*; part of these concerns related to the high levels of agency staff and low staff moral;
- the four warning notices related to the following regulations: *staffing; incidents and learning (staff did not feel that anything was being done); flow, escalation, end of life care; and complaints and PALS*;
- the four compliance actions related to safeguarding; consent; records; and equipment;
- there were however areas of outstanding practice, one was the effective management of pain relief for children and adults; and their 'Great Expectations' maternity programme;
- four major hospital services at Whipps Cross (surgery, critical care, maternity and gynaecology, and services for children and young people) were rated as good for delivering caring treatment;
- other hospitals in the Barts Health (The Royal London and Newham) are also to be inspected and these report would form an overall Barts Health provider report;
- the NHS Trust Development Authority (TDA) has now placed Barts Health in special measures;
- these were designed to deliver service improvements at pace by providing support where it was most needed. Part of this support includes the appointment of an Improvement Director and the opportunity to partner with a high-performing trust;
- staff were very relieved when that this report was produced as it highlighted their concerns;
- staff were confused about who to go to with their concerns and this had resulted in the strengthening of site leadership;
- they had now strengthened the site leadership team and Site Management Board at Whipps Cross and had put in site based leads for each of their Clinical Academic Groups;
- there were similar models in place for The Royal London and Newham;
- there would be staff events and open sessions to find out what needed to be improved;
- improvement programmes would be developed in partnership with staff, staff representatives, patients and partner organisations;

- Whipps Cross was still needed and has a future in providing acute healthcare to its local population, but has to change and a future strategy be developed;
- They were committed to transparency with their stakeholders, staff and patients about their progress;
- a lot of people look upon Whipps Cross as their local hospital and there was a lot of positive feedback from the local population;
- they needed more staff and were currently recruiting and looking at how to retain staff;
- they needed more quality staff and acknowledged that they have a high proportion of Agency Staff;
- patients needed to be informed and engaged;
- they would be putting out monthly summary reports online to share their progress;
- informal briefings would be given as required;
- other actions taken to date include:
  - partnership with staff-side representatives;
  - launch of the Guardian Service;
  - improvements to local induction process (especially for agency/temporary staff);
  - nurse establishment review completed;
  - safer staffing policy agreed with escalation plans in place;
  - red flag procedures in place to better understand impact of staffing deficits on safety;
  - educational/training programme in place for staff around safe staffing standards;
  - wards sisters to become supernumerary so that they are not expected to fill gaps in the rota and can concentrate on keeping up the clinical standards;
  - risk assess each ward to ascertain areas of greatest risk and need for extra staff;
  - they were looking to build a High Dependency Unit at Whipps Cross – this should be open by next Spring; and
  - and introducing “daily safety huddles” and ward safety briefings and senior leaders walkabouts;

A copy of her presentation is attached.

The meeting was then opened up to questions from members present.

**Q.** With the hospital in a considerable deficit are you confident you can improve the hospital performance without increasing the deficit and if so, how?

**A.** It could be done as cost and quality were separate; we could improve things without increasing the costs. This would not be easy but improving quality did not mean increasing costs. We would be running a deficit this year of £134 million and were all very concerned about that level of deficit. Part of our strategy was to recruit staff and not use agency staff, improving quality and decreasing costs. Also, we get fined for not hitting our targets, so if they did, then this money would come back to us. This was a huge task as this was a large and complex organisation, but it was doable.

**Q.** Can you explain how the previous management were seemingly unaware or unable to deal with the decline of care in the hospital?

**A.** Whipps Cross had its difficulties for some time. This was part of the rationale behind the merger with Barts Health Trust, the second largest in Europe, with a turnover of £1.2 billion. So this was a huge agenda in itself. There were also large and complex PFI deals within it as well as the complexity of arranging services within London, which is complex enough as well as the staffing issues to go with it. This agenda, for any organisation was too large (as well as introducing a new IT system), what they did was too ambitious and they were aware of some of the difficulties and were in part trying to address them through things like reviewing staff morale. But this was not done in a very co-ordinated way nor was there any acknowledgement of the scale of what they were trying to tackle.

**Q.** As a Loughton Councillor I have had good experiences of Whipps Cross, both for myself and my family. There are a lot of good people working there. But, this inspection report was one of the worst I have read in 30 years, with its focus on the culture of bullying and harassment. We have heard what you are doing to involve staff, but how wide spread was this culture of bullying.

**A.** How widespread? It was in particular departments. We have a good sight on this now and were looking to give staff confidence and let them know who they could talk to. A lot of staff now come and talk to us with their individual concerns. There was a bad culture of people not talking to each other and not sorting out their problems. There was also a lot of interim staff and turnover, who did not understand the culture; there was a need for permanent staff not agency staff. This could not be changed overnight.

**Q.** I was curious when you mentioned debts of £134 million, a lot of money; as well as paying fines. What was the impact on patients?

**A.** We have a contract with our commissioners with targets. The new Chief Executive is talking with the Clinical Commissioning Group to see if we can put that money back, obviously with strings attached. We are fined if we do not meet standards set out in our contract and the fines go back to clinical commissioning groups, a bit of a nonsensical system and one of the contributing issues. But they are meant to be a driver for quality.

**Q.** You have also mentioned taking on an additional 500 members of staff, is there enough money to do that as that would be quite expensive.

**A.** It is indeed and that is what is contributing to the £134 million deficit. But that is such an important part of what we do, so we have to address that. Also, as a trust we have a large PFI; there were a lot of concern about these both nationally and locally. Yes, we have invested in nursing, but that was a necessary investment and in the long term this would save money. Once we get the right staff in place we will not be paying the high agency fees.

**Q.** I have found out that a lot of people do not know how to use your IT system, and when it does not work there was no backup system, with no support in place. Also one management at the top level was always changing. Each time staff comment they ask for it to be anonymous, so I am worried there was still this fear of bullying around.

**A.** I think you are right. In the eight weeks I have been there I have not been able to resolve all those issues. I get staff coming to talk to me but not wanting to give their names; which says something about the culture. That's



one of the reasons we set up the Guardian Service. There was still work to be done to make sure people know who to go to if they have an issue. We will be putting up contact details etc. to encourage staff and to let them know who to go to. We know we will still have a huge amount of work still to do with staff, and I'm not saying that it was fixed by any means.

You were right about management changing, we have had a series of interim people, and I am interim myself, which worries me, as the way people build relationships was by not having constant change.

Our IT system was still not working well; we still have some down time. Other than staffing, IT was probably the biggest factor we have to tackle. I am not disagreeing with anything you said as it rings a bell with me. There is IT backup and I will provide a written answer around the backups on this.

**Q.** I'm also concerned that in the paediatric unit, in the urgent and emergency care, it was pointed out that there were no paediatric nurses on staff at various points when there should be a minimum of two at all times. What plans does this trust have to make sure that doesn't happen again?

**A.** Recruiting paediatric nurses was a problem nationally and we lost a number of our senior paediatric nurses when there was a regrading of nursing posts, people are still very angry about that as they feel that those issues were raised at the time the regrading was done. One of the benefits of working in a large organisation, like Barts is that we try to give new paediatric nurses more experience across all our sites. We have also had a campaign with adverts put in the specialist paediatric journals and have had two new nurses start at Whipps Cross, which was a start. We also have a programme of rotation of senior nurses into the paediatric area to build the confidence of 'adult' nurses in paediatric care. We also have a transfer nurse on staff every night to facilitate the transfer of patients into the paediatric ward.

We have shut six of our paediatric beds because of staffing issues and will be splitting our wards into higher and lower dependency units and hope that this would attract nurses.

Paediatrics is one of those areas where we fall down, partly because we cannot get children admitted to a paediatrics ward as soon as we would like and partly due to the loss of six beds. But there was a whole raft of work happening around paediatrics.

**Q.** What about the high profile resignations from the trust; were any compensation payments awarded above what they were contractually entitled to?

**A.** I can confirm that compensation payments were made.

**Q.** A&E provision at Whipps Cross. In the neighbouring Trust - Barking, Havering, Redbridge University Hospitals Trust (BHRUT) there was an issue about the A&E closing down at King Georges. I ask this question because I am aware that residents in the south of the district sometimes receive treatment at King Georges Hospital at Goodmayes in Ilford and Queens Hospital in Romford (whose A&E unit was also not performing well). I believe that until Queens was performing well, King Georges would not close. When it

does this would result in extra pressure on the Whipps Cross A&E, which in itself is not as good as it should be. He was wondering with the closure of 1 in 3 A&E departments, how would Whipps Cross cope with that?

**A.** No specific date has been set for the closure of the A&E Department. The Trust is working with the commissioners and with Barking, Havering and Redbridge. At Whipps Cross we will need to increase capacity and staffing before this closure happens. Currently we are not performing as we should be and need to address these problems before this happens.

**Q.** You mentioned the recruitment of 500 new staff and the shortfall of nurses. This would imply recruiting from, probably, outside Europe as well as within. What training, over and above the normal would you provide?

**A.** There will be 500 nurses for Barts Health, which is in addition to the normal vacancies that we have and that would be an additional 108 for Whipps Cross. They will have local induction training and Trust induction training, of 3 days duration. This would be along with ongoing appraisals by ward sisters.

Sometimes overseas nurses do not feel as welcome in the workforce as they should. We try and support them. We also focus on retention of staff which is really important.

**Q.** What about this 7 day week currently being pushed by central Government.

**A.** There have been a number of attempts to encourage doctors to do a seven day week. We have consultants there seven days and are talking to our senior consultants to facilitate this. We are looking to extend this to the doctors and are looking to put in a 1 in 10 week rota (for weekend working) from the present 1 in 20 week rota as it is now. We are making good headway with this and will have an agreement within the next eight weeks. If we do this we would also need to keep the diagnostics departments open 7 days a week and be able to discharge patients on weekends.

**Q.** A lot of mistakes were made under the merger where there was a lot of financial pressure. Also a lot of the staff had a rough time under this merger. I would be interested to know if there was any additional management training provided, as good management skills would make it so much better.

**A.** The downgrading had a long lasting effect and we lost a lot of good staff. Management training is happening; we are making sure all our staff has appropriate training from senior managers down to ward staff.

**Q.** We are in an odd position with A&E hospitals situated around our boundaries but not within the district. I have had bad experiences of Whipps Cross and feel that they had no accountability to this district. As Councillors how can we feed in constructive criticism to you? (It was noted then that we have Councillor Chris Pond on the Essex County Council Health Scrutiny and Councillor Chambers was on the Joint Health Committee).

**A.** I am sorry to hear of your experiences with us. You can use 'Health Watch' or the Joint Health Scrutiny Committee, the Oversight Scrutiny Committee group for Whipps Cross. We can also continue to come and engage with you here. And I also offer an invitation that you can also contact myself and my colleagues and we would respond to you.

**Q.** I am concerned about introducing another tier of management into your organisation also about staff retention; agency staff earns more from one night shift than permanent staff earn in a week, also there is the matter of the extortionate agency fees. I do not see how we can rectify the situation.

**A.** There is a national fuss in the media about this; the minister said that we need to take action about the employment of agency staff. There needs to be more system wide management of this by the NHS. We are building our existing workforce and a bank of staff who wish to do overtime and could step in and fill gaps. We are looking at giving enhanced rates for the ability to work in any area and are trying to think of initiatives which can improve the situation.

In terms of managers managing others, you're right. We shall reviewing this and looking at who we have.

Councillor Mohindra asked if Ms Hill-Tout could come back to this committee and give them an update on progress made. This was agreed by the Committee and will be factored in to a future meeting.

The Chairman in winding up the debate thanked Ms Hill-Tout for her interesting presentation and for answering the questions so well and congratulated her on the work done so far.

## **6. SCRUTINY PANEL MINUTES**

### **RESOLVED:**

That the Committee agreed the minutes of the last five Scrutiny Panel meetings now that they have been disbanded and replaced by four Select Committees.

The following Panel meetings minutes were agreed:

- Housing Scrutiny Panel minutes for 24 March 2015;
- Constitution and Member Services Scrutiny Panel minutes for 3 March and 17 March 2015 (reconvened meeting);
- Finance and Performance Management Scrutiny Panel minutes for 10 March 2015;
- Safer Cleaner Greener Scrutiny Panel meeting for 28 April 2015; and
- Planning Services Scrutiny Panel meeting for 14 April 2015.

## **7. REVIEW OF CABINET FORWARD PLAN**

The Leader of the Council, Councillor Chris Whitbread introduced the Cabinet's forward plan for the coming year.

Councillor Mohindra noted that some of the target dates had already passed, being April or May. Councillor Whitbread replied that the Local Plan report would be going to the next meeting of the Cabinet and the other reports would be going forward shortly.

Councillor Whitehouse asked how far the objective on ensuring that the Council understood the effects on an aging population and to work with other agencies to

respond to these effects. The Director of Neighbourhoods replied that a number of pieces of work will be undertaken by a graduate trainee on this. A scope for a review had not been formalised as yet, but he would ensure that members have an opportunity comment on this process.

Councillor Wagland noted that there were two things missing from the plan and they were the Waste Contract and health inequality reports that said they were higher than the national average for hip fractures and car accidents. Councillor Whitbread responded that it was a 'live' document and could be adapted over time.

**RESOLVED:**

That the Cabinet's forward plan for the coming year be noted.

**8. CORPORATE PLAN KEY OBJECTIVES 2014/15 - OUTTURN**

The Committee reviewed the report setting out the final outturn and progress made of the Council's Key Objectives for 2014/15.

They noted that:

- (a) 65% of the individual deliverables or actions supporting the key objectives had been achieved; and
- (b) 35% of the deliverables or actions were not completed by year-end.

Councillor Mohindra noted that on page 254 of the agenda, item 5 (a) (i), the percentages appear to be wrong for either the second or third quarter. Mr Hill said he would find out which was right.

**RESOLVED:**

The Committee noted the end of year position of the Council's Key Objectives for 2014/15.

**9. APPOINTMENT OF MEMBERSHIP TO SELECT COMMITTEES**

The Committee were asked to make appointments to Select Committees in accordance with the Overview and Scrutiny rules. The Committee were reminded that the Council had agreed pro rata applied to Select Committees and that membership should be kept to a minimum to allow each Group to have representation. It was noted that on this basis it had been agreed by group leaders that Panels would consist of 11 Members, including any independent member that wished to be a member of a Panel.

It was reported that nominations to Chairman and Vice Chairman to Select Committees were excluded from the pro rata calculation rules required for such positions contained in the Council's constitution.

**RESOLVED:**

That the appointments to Select Committees annexed to these minutes be adopted.

**10. APPOINTMENT OF OVERVIEW AND SCRUTINY TASK AND FINISH PANELS**

The Committee considered the membership for the continuance of the Grant Aid Review Task and Finish Panel and the Youth Engagement Review Task and Finish Panel. They agreed that it should mirror, as far as possible, the make up of the previous Task and Finish Panels in terms of membership.

**RESOLVED:**

(1) That the membership of the Grant Aid Review Task and Finish Panel be:

Cllr C P Pond (Chairman)  
Cllr J Knapman (Vice Chairman)  
Cllr T Boyce  
Cllr A Mitchell  
Cllr S Murray  
Cllr G Shiell  
Cllr B Surtees

(2) That the membership of the Youth Engagement Review Task and Finish Panel be:

Cllr S Murray (Chairman)  
Cllr G Mohindra (Vice-Chairman)  
Cllr S Neville  
Cllr A Patel  
Cllr C Roberts  
Cllr B Surtees

(3) That the Terms of Reference for the Youth Engagement Review Task and Finish Panel be agreed.

**11. OVERVIEW AND SCRUTINY ANNUAL REPORT 2014/15**

The Committee received the amended annual Overview and Scrutiny Report for 2014/15 incorporating comments made at their meeting of 27 April 2015.

Councillor Murray thought it was a very good report and wanted to give his thanks to the Scrutiny Housing Panel members and officers, and his special thanks to his vice-Chairman. He thought that the case study was a particularly good example of scrutiny work carried out by the Housing Scrutiny Panel.

Councillor Janet Whitehouse commented that she would like the report to be produced as a stand alone document like the Country Care report. Councillor Murray added that it was an important report and a good read and should be a separate document. Councillor Philip, as the Portfolio Holder responsible said that he would look into this. Councillor Angold-Stephen added that he was in favour of raising the profile of the report and wondered if it could have a glossy front cover to make it eye-catching for public consumption.

The meeting noted that it would also depend on the cost of producing such a stand alone document and how many. Officers would come back with approximate costs for doing this. This was agreed by the Committee.

**RESOLVED:**

- (1) That the Annual Overview and Scrutiny Report for 2014/15 be agreed and submitted to the Full Council at its meeting on 28 July 2015; and
- (2) That approximate costs for a stand alone annual O&S report be submitted to the Committee in due course.

**12. WORK PROGRAMME MONITORING****(a) Overview and Scrutiny Committee**

The Committee noted their preliminary work programme for the year ahead. They noted that the Essex County Fire and Rescue Service wished to address the Committee in January 2016 in connection with their review of service provision and the connected public consultation exercise.

The Youth Council was also due to attend the January meeting to give their annual update of the work they had undertaken over the past year.

The Committee agreed that the Fire and Rescue Service should attend their January 2016 meeting but would also like the Youth Council to attend this meeting and give their presentation.

**AGREED:** that the Essex County Fire and Rescue Service attend the Committee's January 2016 meeting as well as the Youth Council at that same meeting.

**(b) Reserve Programme**

(1) Councillor Murray said that he would like an update on the 6<sup>th</sup> Form consortium at the end of the year. Councillor Angold-Stephens said he would do a pick form for this.

(2) Councillor Girling said he would like the Essex Highways Authority to attend a meeting of the Committee.

(3) Councillor Breare-Hall the Portfolio Holder for the Environment suggested that Overview and Scrutiny have a look at waste collection and especially at the start of the four day collection period and the problems around it. He took the opportunity to offer his sincere apologise to all the residents that were affected by the recent collection problems. He noted that he was very angry about this and had recently met with the senior managers of Biffa. He would also like to thank all the officers who had worked long hours to help us through this period, especially Mr Durrani.

Councillor Murray echoed his thanks for the staff, who worked over and above their normal duty. He also thanked the Portfolio Holder for all the work and hours he had put in on this issue.

Councillor Wagland expressed her concern that there had been a full Council and an Overview and Scrutiny Committee meeting in the meantime and this had not been discussed at either. It was noted by Councillor Morgan that this would be discussed at the next Cabinet meeting.

The Chairman asked that a PICK Form be completed and brought back to the next meeting of the Committee.

**CHAIRMAN**

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# Whipps Cross Hospital CQC inspection report and improvement plan

May 2015



# CQC inspection

- CQC inspection of Whipps Cross Hospital took place in November 2014
- CQC report describes inspectors' judgement on quality of care based on information from their 'Intelligent Monitoring' system, and information provided by staff, patients, the public and partners
- Five domains are used to rate the quality of services:  
*Safe, Effective, Caring, Responsive, Well-led*
- Overall the CQC has rated Whipps Cross as 'Inadequate'
- The CQC have issued 4 Warning Notices plus specific compliance actions
- The Trust Board accepts the findings and is extremely sorry for the failings identified





# CQC inspection

Key concerns from the Whipps Cross inspection:

- Insufficient staffing levels to provide safe care, high use of agency staff and low staff morale
- A persisting culture of bullying and harassment
- Bed occupancy that is too high and high average length of stay
- A failure to meet national waiting time targets





# Compliance and Enforcement actions

- Four warning notices related to the following Regulations under the Health and Social Care Act:
  - Staffing
  - Incidents and learning
  - Flow, escalation, end of life care
  - Complaints and PALS
- Four compliance actions:
  - Safeguarding
  - Consent
  - Records
  - Equipment



# CQC ratings for Whipps Cross

	Safe	Effective	Caring	Responsive	Well-led	Overall
Urgent and emergency services	Inadequate	Inadequate	Requires improvement	Requires improvement	Inadequate	Inadequate
Medical care	Inadequate	Requires improvement	Requires improvement	Inadequate	Inadequate	Inadequate
Surgery	Inadequate	Requires improvement	Good	Inadequate	Inadequate	Inadequate
Critical care	Requires improvement	Requires improvement	Good	Inadequate	Requires improvement	Requires improvement
Maternity and gynaecology	Requires improvement	Good	Good	Requires improvement	Requires improvement	Requires improvement
Services for children and young people	Inadequate	Requires improvement	Good	Inadequate	Inadequate	Inadequate
End of life care	Inadequate	Inadequate	Requires improvement	Inadequate	Inadequate	Inadequate
Outpatients and diagnostic imaging	Requires improvement	Not rated	Requires improvement	Inadequate	Inadequate	Inadequate
<b>Overall</b>	Inadequate	Inadequate	Requires improvement	Inadequate	Inadequate	Inadequate





# Areas of outstanding practice

- Effective management of pain relief for children and adults
- ‘Great Expectations’ maternity programme – resulting in a reduction in complaints and increased satisfaction
- Four of our major hospital services at Whipps Cross (surgery, critical care, maternity and gynaecology, and services for children and young people) are rated as ‘good’ for deliver caring treatment





## Other CQC inspections

- Inspection reports on The Royal London and Newham are due to be published this month (May).
- The CQC will publish these and an overall Barts Health provider report
- The CQC has not yet inspected St Bartholomew's, Mile End or Tower Hamlets community health services



# Special measures

- As a consequence of the Whipps Cross CQC report, combined with Trust-wide challenges in meeting national waiting time standards and the Trust's financial position, the NHS Trust Development Authority has placed Barts Health in special measures
- Special measures are designed to deliver service improvements at pace by providing support where it is most needed
- Support includes the appointment of an Improvement Director and the opportunity to partner with a high-performing trust







# Governance and site management arrangements

- New permanent site arrangements in place at Whipps Cross
  - Strengthened site leadership team in place
  - Site Management Board
  - Site based leads for each of our Clinical Academic Groups (CAGs)
- Clear lines of accountabilities/responsibilities for site leadership team and CAGs
- Site matron and clinical site team manage day-to-day nursing resources
- Similar model will be in place for The Royal London and Newham



# Strengthening local leadership at Whipps Cross

Managing Director  
Lyn Hill-Tout

Medical Director  
Mike Roberts

Hospital  
Operations Director  
Helen Byrne

Nurse Director  
Deborah Kelly

Dedicated communications and HR support





# Whipps Cross improvement programme

## Principles

- Sustainable improvements
- The improvement programme will be developed in partnership with staff, staff representatives, patients and partner organisations
- Every member of staff has a critical role to play in delivering the necessary improvement
- Whipps Cross will continue to play a vital role in providing acute healthcare to its local populations
- Commitment to transparency with stakeholders, staff and patients about our progress



# Improvement workstreams

Safety and  
effective care

Emergency  
Pathway and  
Patient Flow

Workforce

Organisational  
Development  
and Leadership

Outpatients and  
Medical  
Records

Compassionate  
care and Patient  
Experience





# Priorities

- Patient safety and quality improvement
- Staffing – recruitment and retention
- Staff are engaged and take full part in improvement
- Patients are informed and engaged
- Improvement work will involve the support of our partners e.g. admissions and patient flow
- Commitment to transparency with stakeholders about our progress
  - Monthly summary reports published online and shared with key stakeholders/ stakeholder organisations by email
  - Regular updates to stakeholders through existing arrangements e.g. JHOSC, health scrutiny
  - Specific enquiries/ concerns will be managed in line with usual arrangements
  - Informal briefings as required





# Progress achieved at Whipps Cross

Immediate focus on engaging and involving staff, and setting up infrastructure to support improvement work.

Actions taken to date includes:

## Workforce

- Staff engagement programme
- Partnership with staffside representatives – joint working and formal monthly meetings with site leadership team
- Launch of the Guardian Service
- Improvements to local induction process, especially for agency/temporary staff
- Safer staffing (linked to one of our warning notices) – significant progress since the CQC visited in November 2014
- Nurse Establishment Review completed
- Safer Staffing policy agreed with escalation plans in place
- Red Flag procedures in place to better understand impact of staffing deficits on safety
- Educational/training programme in place for staff around safe staffing standards
- Patient materials made available around what to do around concerns in staffing levels





# Progress achieved at Whipps Cross (2)

## Outpatients and medical records

- Daily monitoring of availability of medical case notes for clinic appointments
- Improvement from 70% to 96% availability (as of May 2015) – more work to do
- Extra resources are being put in place for the next three months to clear the backlog of work to merge full and temporary notes to create single set of comprehensive notes

## Compassionate care

- On-site leadership strengthened, with team taking forward key areas of work
- Compassionate Care group established focused on fundamental care needs of patients including End of life care, nutrition and hydration, care rounding
- Engagement with Patients' Panel on priorities – ongoing partnership

## Emergency care and Patient Flow

- New Care Path – positive impact on patient waiting times and breaches in ED
- Patient flow work delivering results including
  - Improvements to 'Gold' and 'Silver' discharges through gold standard board rounds
  - Reduced bed occupancy
- Focus on A&E in Stepping into the Future week (1-8 June)
- High Dependency Unit in progress





# Progress achieved at Whipps Cross (3)

## Safe Effective Care

- Daily safety huddles (seven days a week)
- Ward safety briefings and senior leaders' walkabouts
- A Site Quality and Safety committee (starting in June)
- Giving clinical staff a voice through a Clinical Senate
- Monthly half-day focus in each service on quality and improvement issues
- Clear approach for engaging trainees, students and patients in patient safety work
- Site safeguarding lead
- Agreement with external provider for increasing staff QI (Quality Improvement) capability
- Established a site Treatment Escalation and Resuscitation Committee

## Leadership and Organisational Development

- Strengthened site leadership in place
- Whipps Cross Management Board – including CAGS (clinical academic groups)
- Clear accountabilities for CAGs and site leadership teams
- Enhanced staff engagement underway e.g. briefings, staffside, open access to all staff





# Questions



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## Agreed Select Committees Membership for 2015/16

### Governance Select Committee

Nominations for 2015/16
<b>Chairman: T Church</b> <b>Vice Chairman: Y Knight</b>
<b>Conservative Group (7):</b> T Church, B Sandler, S Watson, S Jones, L Hughes, Y Knight, M McEwen
<b>Liberal Democrats Group (1):</b> J M Whitehouse
<b>LRA Group (2):</b> H Kaufman; D Wixley
<b>Other Nominations (1):</b> D Dorrell

### Housing Select Committee

Nominations for 2015/16
<b>Chairman: S Murray</b> <b>Vice Chairman: A Mitchell</b>
<b>Conservative Group (7):</b> B Rolfe, R Gadsby, G Shiell, S Kane, J Lea, K Chana, A Mitchell
<b>Liberal Democrats Group (1):</b> J H Whitehouse
<b>LRA Group (2):</b> L Girling; C Roberts
<b>Other Nominations (1):</b> S Murray

## Neighbourhoods & Community Services Select Committee

### Nominations for 2015/16

**Chairman: M Sartin**

**Vice Chairman: H Brady**

**Conservative Group (7):** M Sartin, A Mitchell, A Patel, N Avey, R Gadsby, H Brady, L Hughes

**Liberal Democrats Group (1):** B Surtees

**LRA Group (2):** B Jennings; L Mead

**Other Nominations (1):** S Neville

## Resources Select Committee

### Nominations for 2015/16

**Chairman: G Mohindra**

**Vice Chairman: P Keska**

**Conservative Group (7):** G Mohindra, A Patel, A Mitchell, S Watson, S Kane, P Keska, N Bedford

**Liberal Democrats Group (1):** J M Whitehouse

**LRA Group (2):** K Angold-Stephens; H Mann

**Other Nominations (1):** Vacancy



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

**Date of meeting: 21 July 2015**

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

**Subject:** Corporate Plan Key Action Plan 2016 / 2017

**Responsible Officer:** Barbara Copson (01992 564042)

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

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

**That the Committee consider and provide comment on the proposed Corporate Plan Key Action Plan for 2016-2017.**

#### **Executive Summary:**

In April this year the Council adopted a new Corporate Plan to take the authority forward from 2015-2020. The Corporate Plan includes Aims and Objectives which are the Council's highest level strategic intentions for these five years.

The Aims and Objectives are delivered via an action plan produced annually to incrementally progress specific activities to achieve the Aims and Objectives across their lifetime. The Action Plans are set in a timely way to inform the budget setting process which commences in July and to allow for Member input at an early stage of their development.

2016/17 is the second year in the lifetime of the Aims and Objectives and a draft Key Action Plan for 2016/17 has been produced building on activities identified in the action plan for the current fiscal year.

#### **Report:**

1. The Corporate Plan is the Council's highest level strategic document. It sets the strategic direction for the authority for the five year lifetime of the plan, and focuses on a number of key areas that it needs to focus on during that time. These key areas are known as the Corporate Aims which are supported via Key Objectives, which in turn are delivered via an annual action plan.

2. The adoption of the new Corporate Plan, and its Aims and Objectives, brought with it a new approach to the delivery of the Council's strategic intentions. Formerly the Key Objectives had a 12 month lifespan and were agreed annually alongside the budget setting process in February. The move to a five year lifespan for the Key Objectives and an annual action plan to deliver them was not only more appropriate for the Council's highest level strategic objectives, but enabled a longer view of the Council's priorities and earlier planning of activities to deliver them. The development of the annual action plan has therefore been moved to earlier in the previous year, in time to inform the budget setting process in July, and to allow for greater member involvement in their development.

3. The Corporate Plan Key Action Plan is an important element in the Council's

Performance Management Framework and corporate business planning processes. It informs the development of detailed annual directorate business plans and other detailed service plans setting out service provision and informing the prioritization of resources to ensure delivery of the Corporate Aims and Key Objectives.

4. The draft Key Action Plan for 2016/17 has been developed, populated with actions or deliverables which build on work identified in the 2015/16 action plan, and in line with identified milestones for the delivery of the Key Objectives. The draft Key Action Plan 2016/17, which also includes the 2015/16 Action Plan for reference, is attached at Appendix 1.

5. The draft Key Action Plan 2016/17 has been considered by the Finance and Performance Management Cabinet Committee on 20 July and will be further considered by Cabinet in October 2015 before submission to Council for formal adoption in November 2015. As a living document the Action Plan will be reviewed at Joint Management Board / Cabinet meetings on a quarterly basis.

6. The Overview and Scrutiny Committee is requested to consider and provide comment on the draft Key Action Plan 2016/17.

#### **Resource Implications:**

Resource requirements for actions to achieve specific Key Action Plan 2016/17 actions will be identified by the responsible service director 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 which ensures that the Council sets appropriate corporate priorities, and monitors progress and reports against the achievement of these priorities. Relevant implications arising from the Key Action Plan 2016/17 will be identified by the responsible service director.

#### **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 the Key Action Plan 2016/17 will be identified by the responsible service director.

#### **Consultation Undertaken:**

The Corporate Plan Key Action Plan is a strategic planning document for the Council and which is directed internally. It is not considered that consultation with customers or external organisations is required. The actions set out in this action plan have been submitted by each responsible service director. The Key Action Plan 2016/17 was considered by the Finance and Performance Management Committee (20 July 2015), and the Cabinet (8 October 2015).

#### **Background Papers:**

The Corporate Plan 2015-2020 sets out the Corporate Aims and Key Objectives 2015-2020; and the Corporate Plan Key Action Plan 2015/16.

**Impact Assessments:****Risk Management**

There are no risk management issues arising from the recommendations of this report. Relevant issues arising from the Key Action Plan 2016/17 will be identified by the responsible service director.

**Equality:**

There are no equality implications arising from the recommendations of this report. Relevant issues arising from the Key Action Plan 2016/17 will be identified by the responsible service director.

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Corporate Plan: 2015-2020 KEY ACTION PLAN 2015-2016				Corporate Plan: 2015-2020 KEY ACTION PLAN 2016-2017			
Action	Lead Director-ate	Resp. for Achievement	Target Date	Action	Lead Director-ate	Resp. for Achievement	Target Date
Aim (i) To ensure that the Council has appropriate resources, on an ongoing basis, to fund its statutory duties and appropriate discretionary services whilst continuing to keep Council Tax low.							
(a) To ensure that the Council's Medium Term Financial Strategy plans to meet the Council's financial and service requirements for any forward five year period, whilst minimising any reliance on Government funding.							
1) Deliver the savings identified for 2015/16 in the business cases approved by Members.	M'ment Board	Chief Executive	March 2016	1) Deliver the savings identified for 2016/17 in the business cases approved by Members	M'ment Board	Chief Exec	March 2017
2) Progress preparations for delivering the savings identified for 2016/17 within the Medium Term Financial Strategy.	M'ment Board	Chief Executive	March 2016	2) Progress preparations for delivering savings for 2017/18 within the MTFS	M'ment Board	Chief Exec.	March 2017
3) Develop additional business cases, through a structured approach, to address the need for net savings in subsequent years.	M'ment Board	Chief Executive	Sept 2015	3) Develop additional business cases, including the use of the invest to save fund, to address the need for net savings in subsequent years.	M'ment Board	Chief Exec.	Sept 2016
4) Commence the budget cycle early again next year with an updated MTFS to take account of any changes following the general election.	Res.	Director Res.	July 2015	4) Continue with the presentation of the Financial Issues Paper and MTFS update in July.	Res.	Director Res.	July 2016
(b) To continue to review and develop the Council's own assets and landholdings for appropriate uses, in order to maximise revenue streams and capital receipts, and to deliver the following key projects:							
<ul style="list-style-type: none"> <li>■ The Epping Forest Shopping Park, Loughton</li> <li>■ St John's Redevelopment Scheme, Epping</li> </ul>				<ul style="list-style-type: none"> <li>■ Council Housebuilding Programme</li> <li>■ North Weald Airfield</li> </ul>			
1) Complete Phase 1 of the Council Housebuilding Programme to provide 23 new affordable rented homes in Waltham Abbey.	Comm.	Asst. Dir. (Housing Property & Dev.)	Dec 2015	1) Complete Phase 1 of the Council Housebuilding Programme to provide 23 new affordable rented homes in Waltham Abbey.	Comm.	AD (Housing Property & Dev.)	July 2016

Corporate Plan: 2015-2020 KEY ACTION PLAN 2015-2016				Corporate Plan: 2015-2020 KEY ACTION PLAN 2016-2017			
Action	Lead Director-ate	Resp. for Achievement	Target Date	Action	Lead Director-ate	Resp. for Achievement	Target Date
2) Complete the major refurbishment scheme at Marden Close, Chigwell Row to convert 20 difficult-to-let bedsits and a communal hall into 12 self-contained flats.	Comm.	Asst. Dir. (Housing Property & Dev.)	Sept 2015	No further action			
3) Secure planning permission and commence Phase 2 of the Council Housebuilding Programme to provide up to 52 new affordable rented homes at Burton Road, Loughton.	Comm.	Asst. Dir. (Housing Property & Dev.)	Aug 2015	2) Commence Phase 2 of the Council Housebuilding Programme to provide [ 51 ] new affordable rented homes at Burton Road, Loughton.	Comm.	AD (Housing Property & Dev.)	April 2016
4) Negotiate and complete the St John's development Scheme at Epping, and identify a suitable location within the District to which the Housing Repairs Service can be relocated from the Epping Depot.	N'hoods	Asst. Dir. (Policy, Planning & ED)	Sept 2015	3) Relocate the Housing Repairs Service from the Epping Depot, together with the Housing Assets Team, to alternative suitable alternative premises in order to vacate the current Depot site to enable the planned St John's Redevelopment Scheme and to free-up office accommodation at the Civic Offices, Epping.	Comm.	AD (Housing Property & Dev.)	April 2016
				4) To facilitate the delivery of the St Johns Road redevelopment scheme.	N'hoods	Director N'hoods	April 2016
5) Work in partnership with Moat Housing to commence the development of the Council garage site at Vere Road, Loughton to provide up to 15 affordable rented homes, together with up to 14 additional parking spaces to facilitate the development of the adjacent site of the former Sir Winston Churchill PH.	Comm.	Director of Comm.	March 2016	5) Work in partnership with Moat Housing to complete the proposed development of the Council garage site at Vere Road, Loughton to provide 15 affordable rented homes, together with up to 14 additional parking spaces to facilitate the development of the adjacent site of the former Sir Winston Churchill PH.	Comm.	Director Comm.	April 2017

Corporate Plan: 2015-2020 KEY ACTION PLAN 2015-2016				Corporate Plan: 2015-2020 KEY ACTION PLAN 2016-2017			
Action	Lead Director-ate	Resp. for Achievement	Target Date	Action	Lead Director-ate	Resp. for Achievement	Target Date
6) Seek to vacate the Council's Hemnall Street Offices, Epping in order to redevelop/let the premises, by relocating Community Services staff to office accommodation to be purchased close to Epping Forest District Museum, Waltham Abbey, and at the Civic Offices through the freeing-up of Council accommodation as a result of flexible working arrangements.	Comm. / M'ment Board	Chief Exec. / Asst. Dir. (Comm. Services and Safety)	March 2016	No further action			
7) Review all licence arrangements at North Weald Airfield.	N'hoods	Asst. Dir. (N'hoods)	April 2015	6) To appoint an experienced development partner with the skills to assist the Council in maximising the benefit of its assets at North Weald Airfield to generate additional sources of revenue.	N'Hoods	AD (N'hood Serv)	Oct 2015
8) Progress the Epping Forest Shopping Park theme in association with Member decisions.	N'hoods	Asst. Dir. (Policy, Planning & ED)	Sept 2016	7) To progress the Epping Forest Shopping Park on a sole owner operator basis with the aim of achieving an opening for the Christmas period 2016.	N'hoods	Director N'hoods	Oct 2016
				<b>New Action</b> 8) Commence Phase 3 of the Council Housebuilding Programme to provide up to 35 new affordable rented homes in Epping, Coopersale, North Weald and Ongar.	Comm.	AD (Housing Property & Dev.)	June 2016
				<b>New Action</b> 9) Secure planning Phase 4 of the Council Housebuilding Programme to provide up to 50 new affordable rented homes at various small sites in Loughton.	Comm.	AD (Housing Property & Dev.)	May 2016
				<b>New Action</b> 10) Subject to the receipt of planning permission, secure the provision of the affordable rented homes at the Council-owned site at Pyrles Lane, Loughton as part of any sale of the site to a private developer	Comm.	Director Comm.	June 2016

Corporate Plan: 2015-2020 KEY ACTION PLAN 2015-2016				Corporate Plan: 2015-2020 KEY ACTION PLAN 2016-2017			
Action	Lead Director-ate	Resp. for Achievement	Target Date	Action	Lead Director-ate	Resp. for Achievement	Target Date
(c) To explore appropriate opportunities to make savings and increase income through the shared delivery of services with other organisations, where such arrangements would provide improved and/or more cost effective outcomes.							
1) Work with 5 neighbouring councils, through a consortium arrangement, to renew the contract and service arrangements for the Shared Housing Register Management Service, in order to continue to share the Service's costs and improve service delivery.	Comm.	Asst. Dir. (Housing Ops)	Jan 2016	No further action			
2) Approach neighbouring authorities to carry out checking and vetting of Building Control plans through partnership working.	Gov.	Asst. Dir. (Dev. M'tment)	Jan 2016	1) Liaise effectively with all Directorates to retain Building Control project work in house, wherever possible.	Gov.	Asst. Dir. (Dev. M'tment)	Jan. 2017
3) Review the shared opportunities with the Public Law Partnership: <ul style="list-style-type: none"> <li>to pool knowledge when implementing legislative change,</li> <li>work towards standardising documentation used in the provision of services across the partnership, and</li> <li>take advantage of reductions in the costs of on-line library services and training which are negotiated by the partnership.</li> </ul>	Gov.	Assistant Director (Legal Services)	March 2016				
4) Explore the possibility of sharing an integrated HR/Payroll IT system with other authorities.	Res.	Asst. Dir. (HR)	Sept 2015	2) Explore the possible expansion of the insurance service provided to Uttlesford.	Res.	Asst. Dir. (Acc)	Sept 2016
5) Explore providing payroll services to other authorities.	Res.	Asst. Dir. (HR)	March 2016	3) Evaluate possibility of shared service as part of Debt Working Party.	Res.	Asst. Dir. (Rev)	Sept 2016

Corporate Plan: 2015-2020 KEY ACTION PLAN 2015-2016				Corporate Plan: 2015-2020 KEY ACTION PLAN 2016-2017			
Action	Lead Director-ate	Resp. for Achievement	Target Date	Action	Lead Director-ate	Resp. for Achievement	Target Date
6) Explore providing an audio typing service to other authorities.	Res.	Asst. Dir. (HR)	March 2016	4) Evaluate possibility of shared service as part of Scanning Working Party.	Res.	Asst. Dir. (Ben)	Sept 2016
7) Identify additional Council services that may benefit from a shared provision with other organisations (either provided by the Council or others), to reduce costs, create income and/or improve service delivery.	M'ment Board	Chief Executive	March 2016	5) Identify additional Council services that may benefit from a shared provision with other organisations (either provided by the Council or others), to reduce costs, create income and/or improve service delivery.	M'ment Board	Chief Exec.	March 2017
				6) To undertake a review of NEPP Off Street Parking arrangements.	N'hoods	AD (Tech)	Nov 2015
Aim (ii) To ensure that the Council has a sound and approved Local Plan and commences its subsequent delivery							
<p>9616 To produce a sound Local Plan, following consultation with local residents and working with neighbouring councils, that meets the needs of our communities whilst minimising the impact on the District's Green Belt.</p>							
1) Update the Council's Housing Strategy, following production of the Preferred Options for the Local Plan.	Comm.	Director Comm.	Dec 2015	1) Update the Council's Housing Strategy, following production of the Preferred Options for the Local Plan.	Comm.	Director Comm.	Dec 2016
2) Complete the gathering of information to form the evidence on which key decisions will be taken as part of the Local Plan.	N'hoods	Asst. Dir. (Policy Planning & Econ. Dev.)	April 2015				
3) Agree on objectively assessed Housing and Employment Need for the Local Plan Period.	N'hoods	Asst. Dir. (Policy Planning & Econ. Dev.)	April 2015	2) To Agree on objectively assessed Housing and Employment Need for the Local Plan Period.	N'hoods	AD (PP & ED)	Sept 2015

Corporate Plan: 2015-2020 KEY ACTION PLAN 2015-2016				Corporate Plan: 2015-2020 KEY ACTION PLAN 2016-2017			
Action	Lead Directorate	Resp. for Achievement	Target Date	Action	Lead Directorate	Resp. for Achievement	Target Date
4) Agree a Draft Local Plan and undertake the appropriate sustainability appraisal.	N'hoods	Asst. Dir. (Policy Planning & Econ. Dev.)	June 2015	3) To undertake in two Phases, a comprehensive Green Belt Review as a key component of the local Plan evidence base.	N'hoods	AD (PP & ED)	Phase 1 - July 2015 Phase II - Jan 2016
5) Undertake the Preferred Options Consultations.	N'hoods	Asst. Dir. (Policy Planning & Econ. Dev.)	June -Sept 2015	4) Agree a Draft Local Plan and undertake the appropriate sustainability appraisal.	N'hoods	AD (PP & ED)	May 2016
6) Submit the Final Local Plan to the Planning Inspectorate for Examination.	N'hoods	Asst. Dir. (Policy Planning & Econ. Dev.)	Nov 2015	5) Undertake all necessary consultations and negotiations under the Duty to Co-operate with Neighbouring Authorities to ensure that the Local plan meets this test at Examination.	N'hoods	AD (PP & ED)	On-going
				6) Submit the Final Local Plan to the Planning Inspectorate for Examination.			N'hoods
(b) To increase opportunities for sustainable economic development within the District, in order to increase local employment opportunities for residents.							
1) Consider the practicalities of revising procurement arrangements to encourage/require contractors to employ local residents for Council contracts.	Res.	Director Res.	Dec 2015				
2) Incorporate the findings of the Economic Development Study into the Local Plan Evidence base with a view to determining future Employment Need.	N'hoods	Asst. Dir. (Policy Planning & Econ. Dev.)	April 2015	1) Incorporate the findings of the Economic Development Study into the Local Plan Evidence base with a view to determining future Employment Need.	N'hoods	AD (PP & ED)	Sept 2015

Corporate Plan: 2015-2020 KEY ACTION PLAN 2015-2016				Corporate Plan: 2015-2020 KEY ACTION PLAN 2016-2017			
Action	Lead Directorate	Resp. for Achievement	Target Date	Action	Lead Directorate	Resp. for Achievement	Target Date
3) After consultation on Preferred Options to allocate Employment land within the Council's Local Plan.	N'hoods	Asst. Dir. (Policy Planning & Econ. Dev.)	Nov 2015				
4) Develop and implement a new Economic Development Plan for the District, building on the work that has been undertaken with regard to individual Town Centres.	N'hoods	Asst. Dir. (Policy Planning & Econ. Dev.)	May 2015				
5) Continue to support the work of Local Business Partnerships to support the local economy and generate additional local employment opportunities.	N'hoods	Asst. Dir. (Policy Planning & Econ. Dev.)	On-going	2) Continue to support the work of Local Business Partnerships to support the local economy and generate additional local employment opportunities.	N'hoods	AD (PP & ED)	Sept 2015
6) Continue with the Council's apprenticeship scheme for the district's young people, providing sustainable employment opportunities.	Res.	Asst. Dir. (HR)	Sept 2015	3) Continue with the Council's apprenticeship scheme for the district's young people, providing sustainable employment opportunities.	Res.	Asst. Dir. (HR)	Sept 2016
(c) To deliver the Council's new Leisure and Cultural Strategy, in order to maximise participation and value for money in the provision of leisure and cultural services to local residents and visitors.							
1) Complete the extension and major refurbishment of the Epping Forest District Museum, Waltham Abbey and open to the public.	Comm.	Asst. Dir. (Comm. Services / Safety)	Dec 2015	No further action			

Corporate Plan: 2015-2020 KEY ACTION PLAN 2015-2016				Corporate Plan: 2015-2020 KEY ACTION PLAN 2016-2017			
Action	Lead Director-ate	Resp. for Achievement	Target Date	Action	Lead Director-ate	Resp. for Achievement	Target Date
2) Work in partnership with Waltham Abbey Town Council to investigate the feasibility of developing a new leisure/community hub at Hillhouse, Waltham Abbey.	N'hoods / Comm.	Director N'hoods / Director Comm.	Mar 2016	1) In partnership with Essex County Council, NHS England and Waltham Abbey Town Council, undertake a Masterplanning exercise for the provision of a proposed new swimming pool, new health centre and an independent living scheme for older people at Hillhouse, Waltham Abbey .	N'hoods / Comm.	Director N'hoods / Director Comm.	May 2016
				2) Undertake a public consultation exercise on the Draft Masterplan for Hillhouse, Waltham Abbey.	N'hoods / Comm.	Director N'hoods / Director Comm.	Sept 2016
3) Appoint external specialist support to the competitive dialogue process for the new Leisure Management Contract, to ensure that the Council achieves best consideration.	N'hoods	Asst. Dir. (N'hoods)	April 2015	3) To consider a business case with respect to procurement and contract packaging options for the new Leisure Management Contract, allowing Members to select the most advantageous approach.	N'hoods	AD N'hoods	Sept 2015
4) In accordance with the recommendations of the Leisure and Culture Strategy to jointly pursue the provision of a new Secondary School on the Ongar Campus site, with a view to entering a Dual-Use Agreement for the Leisure Centre.	N'hoods	Asst. Dir. (N'hoods)	May 2015	4) In accordance with the recommendations of the Leisure and Culture Strategy to jointly pursue the provision of a new Secondary School on the Ongar Campus site, with a view to entering a Dual-Use Agreement for the Leisure Centre.	N'hoods	DoN AD - N'hoods	April 2016
5) As part of the competitive dialogue procurement process for the new Leisure Management Contract, take forward the provision of a replacement swimming pool in Waltham Abbey.	N'hoods	Director N'hoods	April 2015 on-ward	5) As part of the competitive dialogue procurement process for the new Leisure Management Contract, take forward the provision of a replacement swimming pool in Waltham Abbey.	N'Hoods	DoN AD – N'hoods	Sept 2015 On-wards
				<b>New Action</b> 6) Subject to the receipt of funding from Arts Council England, investigate the possible establishment of a Museum Heritage and Culture Development Trust, in order to lever in more external funding than is currently possible.	Comm.	AD (Comm Services and Safety)	June 2016



Corporate Plan: 2015-2020 KEY ACTION PLAN 2015-2016				Corporate Plan: 2015-2020 KEY ACTION PLAN 2016-2017			
Action	Lead Director-ate	Resp. for Achievement	Target Date	Action	Lead Director-ate	Resp. for Achievement	Target Date
<b>Aim (iii) To ensure that the Council adopts a modern approach to the delivery of its services and that they are efficient, effective and fit for purpose.</b>							
<b>(a) To have efficient arrangements in place to enable customers to easily contact the Council, in a variety of convenient ways, and in most cases have their service needs met effectively on first contact.</b>							
1) Increase the opening hours of the Council Office at the Limes Centre, Chigwell, to improve access for local residents to a range of Council services.	Comm.	Asst. Dir. (Comm. Services / Safety)	June 2015	1) Review the success of the increased opening hours and the increased delivery of Council services at the Council Office at the Limes Centre Chigwell after 12 months' operation, with an interim review after 6 months.	Comm.	AD (Comm. Services / Safety)	Jan 2017
2) Introduce web-based and smartphone applications to enable Council tenants to report repairs on-line.	Comm.	Asst. Dir. (Housing Property & Dev.)	May 2015	No further action			
3) Establish a multi-disciplinary officer group to undertake a review and report on proposals for improving customer contact with the Council.	M'ment Board	Asst. Dir. (Gov. and Perform. Imp.)	Mar 2016	2) Implement and/or produce an Implementation Plan for, the agreed proposals for improving customer contact.	M'ment Board	Asst. Dir. (Gov. and Perform. Imp.)	Mar 2017
<b>(b) To utilise modern technology to enable Council officers and members to work more effectively, in order to provide enhanced services to customers and make Council services and information easier to access.</b>							
1) Introduce more flexible methods for customers to pay for Council services.	Res.	Asst. Director (Revs)	Dec 2015				
2) Introduce an on-line facility for customers to easily view and research objects held by the Epping Forest District Museum.	Comm.	Museum Heritage & Culture Manager	Mar 2016	No further action			

Corporate Plan: 2015-2020 KEY ACTION PLAN 2015-2016				Corporate Plan: 2015-2020 KEY ACTION PLAN 2016-2017			
Action	Lead Directorate	Resp. for Achievement	Target Date	Action	Lead Directorate	Resp. for Achievement	Target Date
3) Scan old Development Control & Building Control files and microfiche and increase the number of planning records available on the Council's website.	Gov.	Asst. Dir. (Dev. M'ment)	July 2016	1) Achieve significant progress in the scanning of paper and microfiche Development Control files to increase both information available on iPlan and enable flexible working.	Gov.	Asst. Dir. Dev. M'ment	Mar 2017
				2) Scan Building Control paper and microfiche files to promote flexible working and reduce storage costs.	Gov.	Asst. Dir. Dev. M'ment	Mar 2017
4) Investigate and, if possible, implement the returns of Local Land Charges Searches by email.	Gov.	Asst. Dir. (Legal Services)	April 2016				
5) Update the Contracts Register so that the contract documentation can be accessed and viewed by using an icon on the register. This will apply to new contracts at first.	Gov.	Asst. Dir. (Legal Services)	April 2016	3) Undertake document scanning projects in Legal Services and Development management to support the Transformation Programme.	Gov.	Asst. Dirs. (Legal Services & Dev. M'ment)	Mar. 2017
6) Identify, during audits, any manual documentation or process that can be improved by conversion to electronic form.	Gov.	Chief Internal Auditor	Mar 2016				
7) Continue the implementation of the Council's ICT Strategy, with the completion of the following key projects: (a) Printer reduction, removal and redeployment, and implementation of print management software; and (b) Mobile and flexible working.	Res.	Asst. Dir. (ICT & Facilities M'ment)	Mar 2016	4) Continue the implementation of the Council's ICT Strategy, with the completion of the following key projects: (a) Roll out and development of Information@Work; and (b) Mobile and flexible working.	Res.	Asst. Dir. (ICT & FM)	Mar 2017
8) Complete a review of accommodation and make recommendations on utilisation of space and flexible methods of working.	M'ment Board	Chief Executive	Sept 2015	5) Free up computer suite 1 for re-use as office accommodation.	Res.	Asst. Dir. (ICT & FM)	Mar 2017

Corporate Plan: 2015-2020 KEY ACTION PLAN 2015-2016				Corporate Plan: 2015-2020 KEY ACTION PLAN 2016-2017			
Action	Lead Director-ate	Resp. for Achievement	Target Date	Action	Lead Director-ate	Resp. for Achievement	Target Date
(c) To ensure that the Council understands the effects of an ageing population within the District and works with other agencies to make appropriate plans and arrangements to respond to these effects.							
1) Undertake a study to identify and better understand the demographics of an ageing population in the District and the effects on the Council and local residents.	Comm.	Asst. Dir. (Comm. Services and Safety)	Mar 2016	1) Complete the multi-service study to identify and better understand the demographics of an ageing population in the District and the effects on the Council.	Comm.	AD (Comm. Services and Safety)	June 2016
				2) Commence the implementation of the action plan formulated as a result of the multi-service study to mitigate the effects on the Council of an ageing population in the District.			
2) Review the provision and delivery of community and cultural services to older people, to ensure that appropriate resources are targeted at the increasing numbers of older people, in order to help improve their general health and wellbeing.	Comm.	Asst. Dir. (Comm. Services and Safety)	Oct 2016	No further action			
3) Undertake a review of the Council's sheltered and designated accommodation for older people, with a view to rationalising the amount and location of such accommodation and identifying improvements required to the retained accommodation to ensure it remains fit for purpose.	Comm.	Asst. Dir. (Housing Ops) / Asst. Dir. (Housing Prop. & Dev.)	Mar 2016	3) Following the (planned) 2015 review of sheltered housing, implement the agreed new model for the delivery of housing support for older people in the District.	Comm.	AD (Housing Ops)	Jan 2017
				4) Following the (planned) 2015 review of the Council's sheltered housing assets, commence the implementation of the planned rationalisation of the Council's sheltered housing stock.			

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Replacement Waste Local Plan – Revised Preferred Approach Consultation Questions

Appendix:-

ISSUE	QUESTION	ANSWER / COMMENT
Vision	1. Do you agree with the 'Proposed Vision'? Please explain your answer.	Yes – it accords with the Waste Hierarchy, the principle of net self-sufficiency, and general planning policy.
Strategic Objectives	2. Do you agree with the 'Proposed Strategic Objectives'? Please explain your answer.	Yes – they add some detail to the Proposed Vision and address the issue of climate change.
Overall Spatial Strategy	3. Do you agree with the 'Overall Spatial Strategy' and Picture 7? Please explain your answer.	Agree with the principle of the Strategy, but the selection of a site in the Green Belt (albeit close to Harlow), and where there are known traffic capacity issues on a busy motorway junction does not accord with the Proposed Vision or with the Strategic Objectives, particularly in terms of facilities being “located, designed and operated to minimise potential adverse impact on the general amenity of local communities, the natural environment, the landscape and the townscape” of the County. Picture 7 in the Consultation document is titled “Existing, Under-Construction (2012) and Allocated Construction, Demolition and Excavations Materials Recovery Facilities”, which is not directly the subject of this section. The question should probably refer to Picture 5, titled “Spatial Portrait of the Plan area (2015)”. This shows, very much in outline, the main settlements of the County and strategic waste facilities – thus Harlow has Municipal Waste on the Templefields site, and Inert Waste Recycling on the Hastingwood site, to which this Council is objecting.
Need for Waste Management Facilities	4. Do you agree with the need to meet the future needs of the Plan area through allocations as set out in this Preferred Approach 1 – dealing with the	Yes – on the assumption that the Waste Capacity Gap figures are correct or as accurate as can be achieved. However, the above reservations remain about the selection of the Hastingwood site.

		need for waste management facilities? Please make reference to evidence base documents as part of your answer.	
Waste Consultation Zones	5.	Do you agree with Preferred Approach 2 – dealing with safeguarding and waste consultation zones? Please explain your answer.	Yes – protection of the strategic waste management sites makes sense in terms of meeting future waste capacity needs, but reservations about the Hastingwood site remain.
Strategic Site Allocations: Local Authority Collected Waste (LACW)	6	Many of the LACW facilities have planning permission and / or are currently operating. The preferred approach to allocate these sites reflects the future potential for the intensification / expansion of waste uses in these locations. Do you agree with Preferred Approach 3? Please explain your answer.	Yes – but this is in the context that none of the sites are within this district.
Strategic Site Allocations: Biological Treatment	7.	Do you agree with the Preferred Approach? Please explain your answer.	No – in the absence of knowledge about the level of consultation which lies behind the RWLP, this Council believes that the WPAs should establish contact with the Lea Valley Glasshouse Industry to examine the potential for waste treatment facilities to serve some of the heat and electricity requirements of the Industry.
Strategic Site Allocations: Inert Waste Recycling	8.	Do you agree with the Preferred Approach? Please explain your answer.	The principle of prioritising sites for biological treatment is accepted because of the problems that can arise from landfilling such waste. Concerns about the identification of the Hastingwood site for inert waste recycling have been expressed above.
Opportunity Site Allocations: Additional Built Waste Management Facilities	9.	Do you agree with the Preferred Approach? Please explain your answer.	Yes – but that is in the context that no Opportunity Site Allocations have been identified in this district.

Strategic Site Allocations: Inert Landfill	10.	Do you agree with the Preferred Approach? Please explain your answer.	Yes – but that is in the context that no such sites have been identified in this district.
Strategic Site Allocations: Non-Hazardous Landfill	11.	Do you agree with the Preferred Approach? Please explain your answer.	Yes – if there is sufficient capacity it seems pointless to allocate additional sites.
Strategic Site Allocations: Stable Non-Reactive Hazardous Waste Landfill	12.	Do you agree with the Preferred Approach? Please explain your answer.	Yes – but that is in the context that no such sites have been identified in the district.
Land raising	13.	Do you agree with the Preferred Approach? Please explain your answer.	In principle yes, but there should be an assessment of the relative distances which waste may have to be transported to mineral extraction sites, in comparison with the location of potential landraising sites.
Areas of Search	14.	Do you agree with identifying Areas of Search as a means of increasing flexibility with the Plan? Please explain your answer.	Yes – on the basis that, at this stage, (i) the areas are restricted to B2 and B8 areas as identified in current Local Plans; and (ii) that a detailed up-to-date analysis of these areas is carried out, including longer-term intentions which may involve changes of use away from B2 and B8, and which may therefore make waste management and processing uses inappropriate.
Locational Criteria for Enclosed Waste Facilities	15.	Do you agree with the locational criteria as set out in Preferred Approach 12? Please explain your answer.	Some make sense, but it is disappointing that no mention is made of the Green Belt and protecting its openness, or of the countryside generally and protecting its character. This could easily apply to the 2 <sup>nd</sup> , 3 <sup>rd</sup> and particularly the 4 <sup>th</sup> bullet points.

ISSUE	QUESTION	ANSWER / COMMENT
Locational Criteria for Open Facilities	16. Do you agree with the locational criteria as set out in Preferred Approach 13? Please explain your answer.	Some make sense, but it is disappointing that no mention is made of the Green Belt and protecting its openness, or of the countryside generally and protecting its character. This could easily apply to the 2 <sup>nd</sup> , 3 <sup>rd</sup> , 4 <sup>th</sup> , 5 <sup>th</sup> and 6 <sup>th</sup> bullet points.
Locational Criteria for intermediate, low and very low Radioactive Waste Facilities	17. Do you agree with the locational criteria as set out in Preferred Approach 14? Please explain your answer.	Yes – but this is in the context that this district is unaffected by the criteria.
Landfill	18. Do you agree with the locational criteria as set out in Preferred Approach 15? Please explain your answer.	Yes – but this is in the context that no sites have been identified in the district.
Mitigating and adapting to Climate Change	19. Do you agree with Preferred Approach 16? Please explain your answer.	Yes – these reflect widely accepted methods of starting to deal with this complex issue.
Transportation of Waste	20. Do you agree with Preferred Approach 17? Please explain your answer.	Yes – this reflects standard planning approaches to dealing with traffic issues and particularly HGV movements. The allocation of the Hastingwood site therefore seems rather perverse in the circumstances.
General considerations for all Waste Management Development Proposals	21. Do you agree with Preferred Approach 18? Please explain your answer.	Yes – these are again mainly quite standard planning issues which can normally be dealt with by conditions on permissions. The draft Plan, however, does not give any detail of how conditions will be enforced and of the resources available to the WPAs to ensure there is adequate enforcement.
Mining of Waste	22. Do you agree with Preferred Approach 19? Please explain your answer.	Yes – it is sensible to address the issue in the event of the process becoming economic as a result of technological advances.
Monitoring Indicators	23.(1) Do you agree with the proposed monitoring and implementation framework for the RWLP? 23.(2) Are there any other indicators that should be included? Please explain your answer.	Yes, but see the answer to the second part of this question.  There is nothing apparent about breaches of planning and other conditions or of enforcement actions and processes.



The final question (24) asks if anything has been missed in the document. Two aspects come to mind, one of which has been referred to earlier: (a) there is no recognition of the Lea Valley Glasshouse Industry and its desire to benefit from heat and electricity sourced from the waste industry – the issue is not straightforward because there would be Green Belt and (possibly) Lee Valley Regional Park implications, but it is undoubtedly a major concern for the Industry, and (b) the Submission version of the document would benefit from a far more comprehensive glossary.

ISSUE	QUESTION	ANSWER / COMMENT
Have we missed anything?	24. Are there any other matters you think should be considered in the RWLP? If yes, please clearly indicate what other matter(s) you would like to see considered and provide reasons for your answer.	

# **Report to Overview & Scrutiny Committee**

**Date of meeting: 21<sup>st</sup> July 2015**

**Portfolio: Planning Policy**

**Subject: Replacement Waste Local Plan – Revised Preferred Approach Consultation**

**Officer contact for further information: Ian White (x4066)**

**Committee Secretary: Adrian Hendry**



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## **Recommendations/Decisions Required:**

- (1) The Overview and Scrutiny Committee is asked to consider the responses to the consultation set out in the Appendix to this report; and**
- (2) To express in the strongest possible terms this Council's deep dissatisfaction about the wholly inadequate time allowed for this consultation, particularly given the almost total lack of communication leading up to the consultation period;**
- (3) To object to the allocation of the Hastingwood site (W19) for open-air inert waste recycling on the grounds of (a) being contrary to one of the purposes of the Green Belt – preventing countryside encroachment, and (b) concerns about traffic capacity on and around Junction 7 of the M11; and**
- (4) To object to the identification of the Langston Road/Oakland (sic) Industrial Estate as an Area of Search, because this Council is promoting and supporting the development of a high-class retail park on part of the site, and waste management facilities are considered to be a wholly inappropriate neighbour for this development;**

## **Report:**

### Background

1. Essex County Council (ECC) and Southend Borough Council are Waste Planning Authorities (WPAs) and are required to prepare a Replacement Waste Local Plan (RWLP) under the Planning and Compulsory Purchase Act (2004) and the revised EU Waste Framework Directive (2010). The RWLP (programmed for adoption in December 2016) will replace the Essex Waste Plan 2001, and will cover the period up to 31 March 2032.
2. Sustainable waste management is a key challenge facing the WPAs. The "Waste Hierarchy" (the key principle of the Waste Framework Directive) prioritises waste prevention, re-use and recycling (including composting), before other types of recovery and then the last resort of disposal (ie landfill).
3. The WPAs originally prepared a Waste Development Document (WDD) which went on "Preferred Approach" consultation between November 2011 and January 2012. The consultation responses were considered at the meeting of the Safer, Cleaner and Greener Scrutiny Panel on 10<sup>th</sup> January 2012. Following this consultation, further preparation of the WDD was put on hold to focus on the preparation of the Minerals Local Plan (adopted in 2014).

4. There have been significant changes, and other issues, since the time of the WDD Preferred Approach consultation, and these have been taken into account in preparing the RWLP for the current consultation. These include:

- changes in national policy and guidance, and the removal of regional policy;
- updates on Waste Capacity Gap information;
- the preparation of a 2015 report (Review of Employment Land for Waste Management Facilities) to inform “Areas of Search”;
- a revised site assessment methodology which was developed and supported by a further Call for Sites exercise in 2014 which widened the pool of potential site allocations; and
- issues raised during the WDD Preferred Approach consultation in 2011.

5. The current consultation includes 3 main documents – (i) the Revised Preferred Approach, (ii) Areas of Search Assessment and Methodology, and (iii) Sites Assessment and Methodology Report (much of this work was carried out by Land Use Consultants). The consultation runs from 18 June to 30 July 2015 – a period of six weeks, but the lead-in time for this Committee has meant that officers have had only one week to familiarise themselves with lengthy and quite difficult documentation and to prepare this report. Officers believe that this is a wholly unreasonable approach by the WPAs, unfair to all consultees because of completely inadequate time to get to grips with a very important, but very complex, issue. The formal response by this Council to the consultation should emphasise the dissatisfaction that is shared by officers and Members. This is even more the case as the consultation documents make frequent reference to other evidence base documents (not formally included in the consultation) with requests that responses to the questions should include reference to (ie assuming familiarity with) evidence base documents where relevant. This is totally impossible in the time available. With future consultations, and with issues of this complexity, the Waste Planning Authorities must make full allowance for the lead-in period required by local authorities to prepare and publicise Committee reports.

6. The consultation documents can be read online:

Revised Preferred Approach –

[http://consult.essexcc.gov.uk/portal/replacement\\_waste\\_local\\_plan/rwlp\\_revised\\_preferred\\_approach\\_2?pointId=3110906](http://consult.essexcc.gov.uk/portal/replacement_waste_local_plan/rwlp_revised_preferred_approach_2?pointId=3110906)

Areas of Search Assessment and Methodology –

[http://consult.essexcc.gov.uk/portal/replacement\\_waste\\_local\\_plan/rwlp\\_areas\\_of\\_search\\_assessment\\_and\\_methodology\\_1](http://consult.essexcc.gov.uk/portal/replacement_waste_local_plan/rwlp_areas_of_search_assessment_and_methodology_1)

Sites Assessment and Methodology Report –

[http://consult.essexcc.gov.uk/portal/replacement\\_waste\\_local\\_plan/rwlp\\_revised\\_preferred\\_approach](http://consult.essexcc.gov.uk/portal/replacement_waste_local_plan/rwlp_revised_preferred_approach)

Other Evidence Base documents -

<http://www.essex.gov.uk/Environment%20Planning/Planning/Minerals-Waste-Planning-Team/Planning-Policy/Pages/RWLP-documents-and-supporting-evidence.aspx>

7. At this Council’s request, a meeting had been held on 1<sup>st</sup> June involving officers from this and Harlow Councils and officers from the County representing the Waste Planning Authorities. EFDC and Harlow officers stated that the WPAs had failed to comply with the Duty to Co-operate, but even at this meeting the WPAs were unwilling to share any details of their proposals, site assessments and other options which had been considered – all the detail would only become publicly available on the first day of the consultation period.

8. The WPAs have indicated that there will be another round of “formal public consultation in October/November 2015” on the Pre-Submission version of the Plan, but this stage is not normally an opportunity for further comments, as it tends to be restricted to representations concerning soundness, ie the Planning Inspectorate should not be expecting

further changes or challenges to the content of the Plan at this late stage of preparation.

9. The Appendix to this report lists the consultation questions with the draft responses proposed by officers.

10. Waste in the plan area is divided into 3 categories – (a) Non-hazardous; (b) Construction, Demolition and Excavation (CD&E) waste; and (c) Hazardous:

- (a) is split into two types – organic, including compostable material, and non-organic which includes recyclables such as glass and plastic. It is made up of (i) Local Authority Collected Waste (LACW) – ie waste from households (less than 20% of the total waste produced in the plan area) and some commercial properties, including public bins and public spaces or gardens; and (ii) commercial and industrial waste, including packaging and food waste;
- (b) is the largest source of waste in the plan area. It is biologically stable and does not undergo any significant physical, chemical or biological transformations. Excavation waste usually consists of soils and stones which cannot otherwise be used beneficially;
- (c) includes low-level radioactive waste (normally from medical and educational establishments), wastewater (sewage) from houses, commercial properties, industry and agricultural activities, and other agricultural waste although knowledge of the latter is very limited because of limitations on data collection, and the existence of many permitted development rights. Hazardous waste can pose substantial or potential threats to public health and the environment if it is improperly treated, stored, transported or disposed of.

11. Ongoing economic growth, including regeneration, construction and development, and population growth will mean that there will be an increase in the amount of waste that will be generated in the Plan area by 2032, even taking into account waste minimisation measures and changes in construction practices. The forecast includes allowance for an annually decreasing proportion of waste from London – the 2015 London Plan states that the Greater London area will be managing 100% of its waste by 2026.

12. National planning guidance on waste management includes the principle of self-sufficiency, ie providing enough capacity to handle the projected amount of waste expected to arise in the plan area. “Net self-sufficiency” recognises that there will always be some cross-boundary movement of waste, as it is usually logical to take waste to the nearest appropriate facility, even if this is outside the administrative boundary.

13. The WPAs have to monitor the waste capacity of the Plan area. Their Annual Monitoring Report will identify whether the Plan is delivering the required capacity.

### Core Strategy

14. This includes the Vision Statement, eight Strategic Objectives, the Overall Spatial Strategy, the Need for Waste Management Facilities and Safeguarding & Waste Consultation Zones, all with supporting consultation questions.

15. Vision Statement - this is in line with the Waste Hierarchy and the principle of net self-sufficiency, although the latter will not apply to reactive hazardous waste or low-level radioactive waste as it is not considered practical to provide for such specialist facilities within the Plan area. The Vision supports the location, design and operation of new facilities such that potential adverse impacts on the general amenity of local communities, the natural environment, and the landscape and townscape of the plan area are all minimised. It also encourages the co-location of complementary waste facilities and non-waste developments (including housing) to facilitate synergies in waste management (including energy), but recognising the potential risks of cumulative impacts.

*See the draft response to question 1 in the Appendix.*

16. Strategic Objectives – these add more detail to the Vision Statement and encourage co-ordinated working with partner organisations to promote and maximise waste prevention measures. In particular they support the reduction of greenhouse gas emissions through minimising (i) the need for landfill, and (ii) waste transport, and by locating new waste facilities in proximity to key growth centres (this includes Harlow).

*See the draft response to question 2 in the Appendix.*

17. Overall Spatial Strategy – this proposes that new waste development should be principally directed towards the key urban centres of Basildon, Chelmsford, Colchester, Harlow and Southend, ensuring that the majority of waste arising is managed and treated close to its source. A site at Hastingwood, adjoining Junction 7 of the M11, has been selected for open-air inert CD & E waste recycling, on the grounds that it is in reasonable proximity to Harlow. At the meeting with County Council officers on 1st June (see para 6 above), planning officers from this and Harlow Councils expressed strong concern about the selection of this site on the grounds of (i) location within the Green Belt and (ii) traffic capacity concerns at this junction, which will only be compounded by housing growth that will need to be accommodated in emerging Local Plans. A pre-application meeting in June 2014 with development management officers concluded that very special circumstances would need to be shown to justify such a development in the Green Belt.

*See the draft response to question 3 in the Appendix.*

18. All the proposed preferred sites have been allocated and safeguarded as they are required to meet the forecasted need up to 2032. If additional sites are needed beyond these site allocations, “Areas of Search” have been designated around suitable industrial estates where waste management facilities could be supported in principle.

*See the draft response to question 4 in the Appendix.*

19. The Need for Waste Management Facilities – this is based on the Waste Capacity Gap report. The WPAs will support proposals, on allocated sites and subject to them meeting other policies within the RWLP, to meet the shortfall capacity for:

- (i) biological treatment for non-hazardous waste (up to 309,000 tonnes per annum) – no such sites have been identified in this district;
- (ii) recovery of inert waste (up to 1.27 million tonnes per annum) – the Hastingwood site is one of the sites identified for this purpose;
- (iii) disposal of inert waste to landfill (up to 256,000 cubic metres per annum) – no sites identified in this district, but the site assessment process has not been able to identify sufficient sites to support recovery of 1.27 million tonnes per annum of CD&E waste, hence the need to identify landfill sites; and
- (iv) disposal of stable non-reactive hazardous waste (up to 50,000 tonnes per annum) – no sites identified in the district.

*See again the draft response to question 4 in the Appendix.*

20. Safeguarding & Waste Consultation Zones - all strategic sites that have been identified for a future waste use will be safeguarded for that purpose, as part of the RWLP process, up to the point where the facility for which the site is being safeguarded is delivered. Safeguarding will be implemented through establishing Waste Consultation Zones covering and extending around the allocated sites. Once the RWLP is adopted, the Waste Consultation Zones will be included in the Policy Maps of new Local Plans. If new development proposals within these zones come forward, this will trigger consultation

between the local planning authority and the Waste Planning Authority. The consultation zones will normally extend for up to 250 metres beyond the boundary of safeguarded sites, but this will vary according to individual circumstances. This process is designed to try and ensure that none of the strategic waste management sites are lost to other forms of development. If this were to occur, there would be a requirement to locate alternative and equivalent facilities elsewhere in the Plan area.

*See the draft response to question 5 in the Appendix.*

### Strategic Site Allocations

21. This section of the RWLP deals with strategic site allocations for Local Authority Collected Waste (LACW), Biological Treatment, Inert Waste Recycling, Additional Capacity for Built Waste Management, three types of Waste Disposal (Inert, Non-hazardous and Hazardous) and Landraising. The overall Preferred Approach is to have a hierarchy based on strategic sites, Areas of Search and unallocated sites – the latter two being primarily for local waste requirements.

22. Local Authority Collected Waste (LACW) - six transfer facilities have been granted planning permission (one of these is in the Templefields Industrial Estate in Harlow). Once constructed, these will accept waste from Waste Collection Authority (WCA) vehicles and bulk up the waste, ready for transportation to the Courtauld Road materials recovery facility in Basildon (this Council is a WCA). It is expected that all of the transfer facilities will be constructed by summer 2015. The preferred approach for the RWLP is to allocate the six sites. This would ensure their continued contribution, and if needed re-configuration or intensification, throughout the Plan period.

*See the draft response to question 6 in the Appendix.*

23. Biological Treatment – this uses micro-organisms to break down organic waste. The products of the process vary from compost to biogas which can be used to generate heat and electricity. The Site Assessment and Methodology Report (see para 5 above) recommends that six sites in the County are suitable for allocation, two in Basildon, one in Chelmsford and three in Colchester. Officers are aware that the Lea Valley Glasshouse Industry is keen to make use of biogas sources for heat and electricity. While there are Green Belt implications, officers believe that the WPAs should at least be liaising with the Industry to investigate the potential for biological treatment of waste to serve some of the energy needs of the Industry in the future.

*See the draft response to question 7 in the Appendix.*

24. A significant number of sites could accommodate either biological treatment or inert recycling, but not enough sites had been submitted for consideration to accommodate the entirety of need for both forms of waste management. The WPAs have decided to allocate enough sites to meet the projected biological recovery capacity need, with the remainder of acceptable sites to come forward as inert recycling. There will be a need to landfill a proportion of the remaining waste and it was felt to be better for this to be inert rather than biological. The latter can lead to methane production (a significant greenhouse gas), and can become associated with vermin if sites are poorly managed.

25. Inert Waste Recycling - the selection of the Hastingwood site for open-air inert waste recycling does raise concerns with this Council, as has been described above. The WPAs appointed Land Use Consultants (LUC) to carry out site assessments and make recommendations on which sites should be included in the RWLP. The Hastingwood site was initially held back from more detailed consideration because it is in the Green Belt but, in order to reduce even further the amount of inert waste going to landfill, it was considered necessary to reconsider some of the sites which had been held back (primarily for Green Belt

and/or transport reasons). LUC argue that the selection of this site is not, in fact, contrary to Green Belt objectives because:

- (a) the site adjoins an existing waste operation associated with a County Council highway depot;
- (b) the location, sandwiched between three roads (the M11, the A414 and the B1393), would not constitute significant encroachment in the countryside or compromise the openness of the Green Belt; and
- (c) the development would not cause unrestricted sprawl of Harlow or increase the likelihood of Harlow merging into another town.

*See the draft response to question 8 in the Appendix.*

26. The Hastingwood site is included in the updated Strategic Land Availability Assessment (SLAA) report prepared by Nathaniel Lichfield & Partners in November 2014 as part of the Evidence Base for the new Local Plan. Its potential as an employment site was considered. The conclusion is that “The site is potentially suitable but outside current policy in the Green Belt. About 20% of the site is in a buffer zone for high pressure gas pipelines, so capacity has been reduced accordingly. The availability of the site is unknown.”

27. The site also forms a very small part of a parcel of land considered in Stage One of the Green Belt Review. This report has yet to be considered by Cabinet as another of the Local Plan’s Evidence Base documents. The overall conclusion for this much larger parcel of land is that it makes a relatively strong contribution to the third purpose of the Green Belt, ie to assist in safeguarding the countryside from encroachment.

28. Additional Capacity for Built Waste Management - The Waste Development Document (WDD), see para 3 above, proposed three Integrated Waste Management Facilities (IWMF) to encourage as much recovery and recycling as possible to minimise the need for landfill. These were located in Basildon (Courtauld Road), Braintree (Rivenhall) and Colchester (Stanway). Permission for the latter expired in May 2015, so it has been removed from the RWLP. The Rivenhall site has had permission renewed until March 2016, but it is still not operational. The Courtauld Road site (also known as the Tovi EcoPark) is therefore the only IWMF currently operating in the County. The RWLP will allocate reserve sites (called Opportunity Site Allocations) which could accommodate built waste management facilities to support the opportunity to divert waste away from landfill. None of the opportunity sites are located in this district.

*See the draft response to question 9 in the Appendix.*

29. Inert Waste Disposal - new landfill sites are considered to be required to dispose of inert waste arising from the limited available inert waste recycling capacity (see also para 20 above). The RWLP proposes five additional sites for inert landfill, none of which are in this district.

*See the draft response to question 10 in the Appendix.*

30. Non-hazardous Waste Disposal – this type of waste may undergo significant physical, chemical or biological change once landfilled – eg food waste. The Capacity Gap Report, which is part of the evidence base for the RWLP, concluded that there is adequate capacity for non-hazardous waste disposal throughout the Plan period, and therefore no further strategic site allocations will be made.

*See the draft response to question 11 in the Appendix.*

31. Hazardous Waste Disposal - some non-hazardous landfill sites are able to take certain Stable Non-Reactive Hazardous Wastes (SNRHW) within a designated area. Roxwell landfill (in Chelmsford City District), the only such site in the Plan area, closed following



completion in April 2014. This means that, currently, there is no landfill void space for SNRHW in the County, and all such waste is being disposed of at sites outside the Plan area. A site in Uttlesford District, submitted as part of the 2014 Call for Sites exercise, is considered to be suitable for SNRHW and is therefore allocated in the RWLP.

*See the draft response to question 12 in the Appendix.*

32. Landraising – this may be an integral part of an engineering project for highways provision, or for recreational, habitat creation or nature conservation purposes. It is also a key factor in coastal defence works in the east of the County. Proposals for landraising for its own sake continue to come forward in the Plan area, even though there are existing mineral sites in need of restoration that struggle to receive sufficient inert infill material. After meeting recycling and recovery targets, the RWLP proposes that the use of inert materials for landfill should be prioritised on mineral extraction sites in need of restoration before the waste is used for landraising, unless there is a demonstrable need for landraising to take place. There are no such mineral sites in this district.

*See the draft response to question 13 in the Appendix.*

#### Areas of Search and Locational Criteria

33. Areas of Search - while they offer less certainty than direct site allocations, the draft RWLP suggests that “Areas of Search” and “locational criteria” will offer flexibility to accommodate changes in demand from the waste industry. The Areas of Search will offer less certainty than site allocations in respect of what type of waste facility will come forward but they should establish, in principle, where the WPAs could support additional waste facilities being developed. The focus of the areas of search has been on sites identified in Local Plans for B2 (General Industry) and B8 (Storage or Distribution) uses, on the grounds that many waste processing activities are similar to processes which take place on industrial estates.

*See the draft response to question 14 in the Appendix.*

34. Initially eighteen B2/B8 areas in this district were identified, but the methodology used by the WPAs narrowed this down to one – the Langston Road/Oakwood Hill estate in Loughton. The conclusions of the study (included in the Areas of Search Assessment and Methodology consultation document) are that “The employment land area meets the criteria for selection as an Area of Search for the potential location of waste management facilities. The area has good access, however enclosed thermal and open air waste management facilities should not be located in the western or northern portions of their area where residential dwellings are located within 250m.” Officers believe that the statement about “good access” is questionable at least. There are frequent heavy tailbacks of traffic from the Rolls Park junction at peak travel times, and the Langston Road estate and Epping Forest College can also generate significant amounts of traffic at particular times of day. These issues are well known to Highways Officers in the County Council.

35. There is no mention of the long-term intention of this Council to develop a retail park on part of the Langston Road estate – this would appear to be an indication of the complete lack of consultation and co-operation which has blighted this consultation exercise (see paras 5 and 7 above). It is obviously the intention of this Council to attract quality and well-known retailers to act as magnets/catalysts for the proposed retail park, and officers believe that a waste management facility, however well-managed, would therefore be entirely inappropriate in this location.

36. There is a specific question relating to this site which asks “Do you support the identification of Langston Road and Oakland (sic) as an Area of Search?” Officers recommend that the answer should be “No” for the reasons outlined in paras 33 and 34

above. All the questions in this document are separate to those included in Appendix 1, which relate to the Revised Preferred Approach consultation document.

37. The Areas of Search Assessment and Methodology document identifies another 34 sites in the County as being potentially suitable for waste management facilities. Two of these are in Harlow – the Pinnacles/Roydonbury and the Templefields Industrial Estates. Harlow Council will no doubt comment on the identical questions relating to these two sites, but there could be traffic implications for Roydon if the Pinnacles/Roydonbury Estate was ultimately selected as a suitable site.

38. Locational Criteria – Enclosed Waste Facilities - in line with paras 18 and 21 above, the RWLP proposes a sequential approach to the location of new enclosed waste facilities. These can be noisy and are often unsightly so they need to be located within industrial or equivalent areas. So, after the allocated sites, then the Areas of Search, the listed other potential locations are:

- B2/B8 industrial estates, not already included as Areas of Search;
- existing permitted waste management sites or in association with other waste management development;
- existing areas of hardstanding and/or degraded, contaminated or derelict land;
- within redundant farm land and buildings (in the case of in-vessel composting);
- as part of a hospital complex in the case of clinical waste treatment facilities; and
- where heat can be supplied to a district heat network or direct to commercial or industrial users of heat.

Officers are concerned that there is no direct mention of potential impact on the Green Belt or the countryside, and this is reflected in the draft response to question 15 in the Appendix. There are additional, more technically specific criteria for facilities which enable the provision of energy from waste.

39. Locational Criteria – Open Facilities – this category includes open waste recycling facilities and “open windrow composting (OWC)”. The latter is described as “where the organic waste is shredded into fine particles before being piled into open linear heaps known as windrows, which are approximately three metres high and four to six metres across.” This method is apparently used at Ashlyns Organic Farm near North Weald. The first choice of location for open facilities is on sites allocated for inert waste recycling or already used for OWC. After these, the other location options are:

- B2/B8 industrial estates, not already included as Areas of Search;
- existing areas of hardstanding and/or degraded, contaminated or derelict land;
- existing open waste management sites or in association with other waste management development;
- mineral and landfill sites where material is used in conjunction with restoration, where the additional proposed waste operations are temporary, linked to the completion of the mineral/landfill operation;
- within redundant farm land and buildings, in the case of OWC;
- at demolition and construction sites where materials are to be used on the construction project on that site.

As there is no definition or description of “open waste recycling”, officers are again concerned about possible adverse impacts on the Green Belt and the open countryside, so the answer to question 16 in the Appendix repeats the response to question 15.

40. Locational Criteria – Intermediate, Low and Very Low Level Radioactive Waste Facilities – there is no requirement to make further provision for this waste stream, as there is adequate forecast capacity within the Nuclear Licensed Areas at Bradwell.

*See the draft response to question 17 in the Appendix.*

41. Locational Criteria – Landfill – inert wastes are uneconomic to transport long distances, so it is appropriate for the RWLP to ensure that sites are not concentrated within any one part of the Plan area. Preferred locations for new inert landfill void space have been primarily identified in the Minerals Local Plan 2014. Other criteria address non-hazardous and hazardous landfill and include proximity to residential development and being able to demonstrate capture of landfill gas. No landfill sites are identified in this district so the draft response to question 18 in the Appendix reflects this.

#### Development Management Policies

42. Mitigating and Adapting to Climate Change – the RWLP proposes that applicants should show that new waste facilities will minimise their potential contribution to climate change by reducing greenhouse gas emissions, incorporating energy and water efficient design measures and be adaptable to future climatic conditions. This would include avoiding development in areas of fluvial and coastal flood risk, and preventing increased pressure on natural resources such as water. These are now accepted as pretty generic approaches to addressing this complex issue. The draft answer to question 19 supports the principles in the RWLP Preferred Approach.

43. Transportation of Waste – the RWLP states that this should be as “sustainable” as practicable, and can involve location of waste management facilities as close as possible to where waste arises, opportunities to transport by rail and water, suitability of access into and out of any site, and the nature of the roads that vehicles carrying waste are using. It is accepted that the majority of waste transport will be by road, so the preferred approach is to mitigate potential adverse effects by directing HGV traffic onto appropriate roads/routes so as to create as little an impact on transportation infrastructure as possible. This should help to protect the safety and efficiency of the highway network and minimise situations where lorries will directly impact on local residential amenity. Officers believe that this is fine in theory, but it ultimately depends on the location of the waste source and the siting of the waste management facilities. The choice of Hastingwood as an inert waste recycling site does seem to go against the principles of the approach, and the proposed Vision for the Plan, given the long-standing traffic capacity issues experienced at Junction 7 of the M11. The draft response to question 20 in the Appendix reflects these views.

44. General Considerations for all Waste Management Development Proposals – the consultation Plan lists a number of issues which could potentially be adversely affected by waste development proposals. Most are obvious, but some slightly less so. They are (i) pollution, including air, light, water and noise; (ii) amenity; (iii) health; (iv) flooding, water resources and water quality; (v) visual and landscape impact, including the openness of the Green Belt; (vi) biodiversity and geological conservation; (vii) heritage assets; (viii) recreation and rights of way network; (ix) land and soil resources; (x) potential hazard to aircraft from bird strike (open air facilities); and (xi) cumulative impacts. Some aspects of pollution will be addressed in the issue of permits by the Pollution Control Authority, and most of the rest can be dealt with by planning conditions, including hours of operation of facilities. These are again mainly standard planning issues and this is reflected in the draft answer to question 21 in the Appendix.

45. Mining of Waste – as of now the consultation Plan acknowledges that landfill mining and reclamation are unlikely to be feasible or viable on a large scale, mainly due to the significant economic, social and environmental issues that may need to be overcome at historic landfill sites. This may change as technologies develop so, to cover the eventuality that mining of waste may become economic, the RWLP proposes that this should be permitted only where (a) the site is shown to be endangering, or has the potential to endanger, human health or the environment, and/or (b) removal of waste is required to

facilitate major infrastructure projects.

*See the draft answer to question 22 in the Appendix.*

#### Implementation, Monitoring and Review

46. The draft Plan lists eleven indicators intended to inform the monitoring process and to provide the basis for the Annual Monitoring Report. These will integrate with national indicators and targets, and, if these change, the monitoring framework will need to be amended. Inputs will be required from local planning authorities and the Environment Agency as well as the WPAs.

*See the draft answers to question 23 (two parts) in the Appendix.*

#### Has the draft RWLP missed anything?

47. This is the subject of the last question (24) in this part of the consultation. Officers believe that the Plan should at least acknowledge and investigate the desire or need of the Lea Valley Glasshouse Industry for alternative sources of electricity and heat from the waste industry. While the consultation document does include a glossary, the Submission version of the Plan should ensure that this is far more comprehensive – there are several acronyms which do not appear to be explained anywhere, although this again may be due to the very limited period officers have had to read the documents and prepare this report.

**Reason for decision:** It is crucial to respond to this consultation, because it is a very important land use issue in any event, and the proposals (i) adversely affect an important site owned by the Council, and (ii) conflict with one of the purposes of including land in the Green Belt.

**Options considered and rejected:** Not to respond to the consultation.

**Consultation undertaken:** Informal internal with other planning policy officers. The consultation period imposed by the Waste Planning Authorities is wholly inadequate and unreasonable.

#### **Resource implications:**

Budget provision: The consultation response has been prepared using internal resources.

Personnel: As above

Land: The draft Plan directly affects one of the Council's major land holdings – Langston Road Industrial Estate.

Community Plan/BVPP reference:

Relevant statutory powers: The Planning and Compulsory Purchase Act 2004;

The EU Waste Framework Directive 2010;

The Town and Country Planning (Local Planning) (England) Regulations 2012

Background papers: Replacement Waste Local Plan: revised Preferred Approach (June 2015);

Sites Assessment and Methodology Report (June 2015);

Areas of Search Assessment and Methodology (June 2015)

Environmental/Human Rights Act/Crime and Disorder Act Implications:

Key Decision reference: (if required)



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

**Date of meeting: 21 July 2015**

**Subject:** Select Committees – Terms of Reference 2015/16

**Officer contact for further information:** S. Tautz (01992 564180)

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

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

- (1) That the Committee consider the views of the select committees in respect of their proposed terms of reference for the 2015/16 municipal year; and**
- (2) That the proposed terms of reference of each of the select committees for 2015/16 be agreed.**

#### **Report**

1. As the Committee will be aware, a new overview and scrutiny framework based on a structure of four 'select committees', has been introduced from the current municipal year. The select committee framework, which was developed by a task and finish panel during 2014/15, is intended to improve previous arrangements that resulted in a situation where not all service areas were subject to scrutiny (if required) or allocated to a particular member group for scrutiny purposes. The framework ensures that all services have a 'reporting' route for overview and scrutiny and that there is consistency and clear scope to the scrutiny activities of each committee.
2. The Council's procedure rules for the operation of the overview and scrutiny function are currently being reviewed as part of the ongoing review of the Constitution, a process which is not likely to be completed before March 2016. This exercise will include the bringing of the rules up to date to reflect the new select committee framework and it is intended that the overview and scrutiny rules will be considered by the Constitution Working Group in September 2015. In the meantime, the reference to the former scrutiny panels in the current wording of the Constitution now applies fully to the new select committees, as the Director of Governance has already been authorised to make all necessary amendments to the constitution for the implementation of the select committee framework, including the removal of provisions relating to the previous scrutiny panel structure.
3. The initial responsibility of the lead officers for each of the select committees has been the development of terms of reference and work programmes for each select committee. The terms of reference are intended to reflect the scope of each committee and provide for regular progress reporting on relevant matters to be made to the Overview and Scrutiny Committee. Proposed generic terms of reference have been drafted for all of the select committees on a corporate basis to ensure consistency, with the opportunity for additional terms specific to the work programme of each select committee to be added as necessary. The select committees are required (O&S Rule 12(4)(a)) to adhere to a work programme agreed by the Overview and Scrutiny Committee.

4. The terms of reference for the select committees are required to be considered at the first meeting of each committee during the year and must be agreed by the Overview and Scrutiny Committee. The draft terms of reference for each of the four select committees for 2015/16, as considered during the first cycle of meetings, are attached as Appendix 1 to this report for consideration at this meeting.

### **Housing Select Committee**

5. A number of issues have arisen with regard to the operation of the Housing Select Committee, as a result of the Committee's recent consideration of its draft terms of reference. The Select Committee has requested that its concerns be considered by the Overview and Scrutiny Committee at this meeting.

### ***Direct Reporting to the Executive***

6. Paragraph 12(4)(h) of the current Overview and Scrutiny Rules provides that the select committees may, after consideration by the Overview and Scrutiny Committee, report directly to the Council, a Cabinet Committee, a Portfolio Holder or any other Council body, in connection with relevant matters. The generic terms of reference drafted for the new select committees (including the Housing Select Committee) require the committees to report Overview and Scrutiny Committee in accordance with the current procedure rules.
7. It appears that the former Housing Scrutiny Panel has for some time operated this particular rule on the basis that the Cabinet and/or the Housing Portfolio Holder have been able to ask the Panel to pre-scrutinise and recommend items direct to the Cabinet. This approach is contrary to the existing overview and scrutiny rules and was not applied by the other former scrutiny panels.
8. The Housing Select Committee is unhappy with the approach required by the Overview and Scrutiny Rules. The Committee has raised concerns that the Overview and Scrutiny Committee will not have time to deal with such issues as part of their meetings and, most importantly, that delays would occur in decision making if the procedure rules set out in the Constitution were applied. The Select Committee also considers that this approach is bureaucratic, as matters could potentially be considered by one group of members (the Select Committee), followed by another (the Overview and Scrutiny Committee), followed by another (the Cabinet or Housing Portfolio Holder). It should be noted however that the current procedure rules do allow direct reporting of the type favoured by the Select Committee, with the prior agreement of the Overview and Scrutiny Committee. This provision does not appear to require the Select Committee to first report to the Overview and Scrutiny Committee on the outcome of its work, so it may be that the delays anticipated are overstated.
9. It is understood that the Housing Portfolio Holder is particularly critical of the approach set out in the current procedure rules, as it has been useful in the past for the Portfolio Holder to be able to ask the former Housing Scrutiny Panel direct to consider issues and make recommendations to the Portfolio Holder and the Cabinet. The Select Committee therefore considers that the terms of reference for either all of the select committees (or just the Housing Select Committee) should allow:
  - (a) the Select Committee to be able to report and make recommendations directly to the Cabinet or relevant Portfolio Holder when appropriate, particularly where the Cabinet/Portfolio Holder had requested them to do so; and
  - (b) the Cabinet or a Portfolio Holder to be able to request (direct) a select committee to look at a particular issue and report/make recommendations to them (direct).
10. The task and finish panel that undertook the recent review of the overview and scrutiny framework recommended that focused and achievable work programmes be developed

for each select committee each year, drawing on Portfolio Holder and service delivery aims and objectives, and relevant community priorities. The Housing Select Committee has identified some examples of scrutiny activity on which it has reported directly to the Housing Portfolio Holder, including proposed changes to the Housing Allocations Scheme and recommendations on the use of the Housing Improvements and Service Enhancements Fund, but has not indicated whether these matters could have formed part of an agreed work programme instead.

11. It is not accepted that delays would occur in decision-making if the current overview and scrutiny procedure rules were applied to the activities of the Housing Select Committee. The work programme for each committee should be relevant and achievable and is similarly required to be considered by each select committee at the first meeting in the year, for subsequent agreement by the Overview and Scrutiny Committee. Additionally, the calendar of meetings for 2015/16 provides for meetings of each select committee in each cycle, to be held before the Overview and Scrutiny Committee. This approach is intended to allow for meaningful reports of the activities of each select committee to be made to the Overview and Scrutiny Committee at each meeting.
12. The select committees are required (O&S Rule 12 (4)(a)) to adhere to a work programme agreed by the Overview and Scrutiny Committee. All proposals for additional or urgent projects must be submitted in writing and presented at a convenient meeting of the Overview and Scrutiny Committee by the member or officer so proposing, in accordance with the established 'PICK' requirements. However, it does not appear that the PICK process has necessarily been followed in terms of the referral of scrutiny activity to the former Housing Scrutiny Panel by the Housing Portfolio Holder.
13. Although the Housing Select Committee has suggested that the ability to report and make recommendations directly to the Cabinet or relevant Portfolio Holder could be extended to all of the select committees, this concern has not been raised by any of the other the other committees. Furthermore, the approach proposed by the Housing Select Committee appears to be at odds with the Council's current arrangements (Constitution Article 7) for the establishment of advisory groups for the purpose of advising members of the Executive on executive functions. Any member of the Executive, whether acting on a personal basis under the terms of the scheme of delegation approved by the Cabinet or in any other connection, may establish an advisory group to assist in the carrying out of relevant functions. At the present time, there are three established Portfolio Holder Advisory Groups in existence, and it appears that the Housing Select Committee has assumed this role to some extent over recent years.
14. The Committee is requested to consider the views of the Housing Select Committee in respect of its proposed terms of reference. Clearly, any changes to the rules of operation of the select committees will require amendment to the overview and scrutiny rules within the constitution.

### ***Working Groups***

15. The Housing Select Committee has also identified that it would be helpful for the select committees to be able to establish small 'working groups' of members when necessary to consider specific issues. Although this approach was agreed by the task and finish panel that undertook the review of the overview and scrutiny framework, the Housing Select Committee has raised concerns that this ability is not explicitly referred to in the proposed terms of reference for the select committees.
16. There is nothing within the current overview and scrutiny rules to prevent a select committee from setting up a member group as suggested, provided that specific issues are within the remit of the select committee (i.e. not a function of the Executive, the

Overview and Scrutiny Committee or another select committee) and that any decisions are made by the select committee itself, including making recommendations to the Overview and Scrutiny Committee or the Executive (via the Overview and Scrutiny Committee). Members should be aware however that it may not be possible for officers to provide the usual level of support resources to any such working groups that may be established.

17. Although the Housing Select Committee has recommended that the terms of reference for each of the new select committees should include a specific provision to allow them to set up small groups to consider issues within the purview/remit of the select committee, it is considered that this issue would be best addressed through an addition to the overview and scrutiny rules as part of the ongoing review of the constitution.
18. The select committee framework continues to provide for relevant scrutiny activity to be undertaken by way of the creation of task and finish panels (as necessary). However, it should be noted the current overview and scrutiny rules provide that task and finish panels may only be established by the Overview and Scrutiny Committee itself.

**Recommendations:**

19. The Committee is requested to consider the views of the Housing Select Committee in respect of its proposed terms of reference for the 2015/16 municipal year and to agree the terms of reference of each of the select committees for 2015/16.
20. This report was considered by Management Board at its meeting on 8 July 2015. Management Board considers that each of the new select committees should be operated on a consistent basis in line with the Council's established procedure rules for overview and scrutiny, but recognises that the Overview and Scrutiny Committee may be prepared to authorise the Housing Select Committee to report direct to the Executive on relevant annual matters such as the Housing Allocations Scheme and the use of the Housing Improvements and Service Enhancements Fund

**Resource Implications:**

There are no resource requirements arising from the recommendations of this report.

**Legal and Governance Implications:**

The Council's constitution sets out rules for the operation of overview and scrutiny activity.

**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.

**Consultation Undertaken:**

This report was considered by Management Board at its meeting on 8 July 2015.

**Background Papers:**

None

**Impact Assessments:**

**Risk Management**



The Council's constitution sets out rules for the operation of overview and scrutiny activity.

***Equality:***

There are no equality implications arising from the recommendations of this report.

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**SELECT COMMITTEES**  
**TERMS OF REFERENCE 2015/16**

**Title:** Housing Select Committee

**Status:** Select Committee

1. To undertake the overview and scrutiny, utilising appropriate methods and techniques, of the housing related services and functions of the Communities Directorate;
2. To develop a programme of work each year, informed by relevant service aims and member priorities, to ensure that the housing related services and functions of the Communities Directorate are appropriate and responsive to the needs of residents, service users and others;
3. To consider any matter referred to the Select Committee by the Overview and Scrutiny Committee;
4. To consider the effect of Government actions or initiatives on the housing related services and functions of the Communities Directorate and any implications for the Council's residents, service users and others, and to respond to consultation activities as appropriate;
5. To undertake pre-scrutiny through the review of specific proposals of the Council and its partner organisations or other local service providers, insofar as they relate to the housing related services and functions of the Communities Directorate, to help develop appropriate policy;
6. To undertake performance monitoring in relation to the housing related services and functions of the Communities Directorate, against adopted key performance indicators and identified areas of concern;
7. To identify any matters within the housing related services and functions of the Communities Directorate that require in-depth scrutiny, for referral to the Overview and Scrutiny Committee;
8. Where requested by the Overview and Scrutiny Committee, to examine and review call-in requests and the implementation of executive decisions;
9. To recommend the establishment of task and finish panels to the Overview and Scrutiny Committee as necessary, in order to undertake any activity within these terms of reference;
10. To monitor progress with the Housing Strategy and HRA Business Plan Key Action Plans on a six-monthly basis; and

11. To consider matters relating to the performance of the Council's Repairs Management Contract.

**Chairman:** Cllr Murray

**SELECT COMMITTEES**  
**TERMS OF REFERENCE 2015/16**

**Title:** Governance Select Committee

**Status:** Select Committee

1. To undertake the overview and scrutiny, utilising appropriate methods and techniques, of services and functions of the Governance Directorate, excluding those matters within remit of the Audit and Governance Committee, the Standards Committee or the Constitution Working Group;
2. To develop a programme of work each year, informed by relevant service aims and member priorities, to ensure that the services and functions of the Governance Directorate are appropriate and responsive to the needs of residents, service users and others;
3. To consider any matter referred to the Select Committee by the Overview and Scrutiny Committee;
4. To identify any matters within the services and functions of the Governance Directorate that require in-depth scrutiny, for referral to the Overview and Scrutiny Committee;
5. To establish working groups as necessary to undertake any activity within these terms of reference;
6. Where requested by the Overview and Scrutiny Committee, to examine and review call-in requests and the implementation of executive decisions;
7. More service specific proposals to be determined by the relevant lead officer.
8. To consider the effect of Government actions or initiatives on the services and functions of the Governance Directorate and any implications for the Council's residents, service users and others, and to respond to consultation activities as appropriate;
9. To undertake pre-scrutiny through the review of specific proposals of the Council and its partner organisations or other local service providers, insofar as they relate to the services and functions of the Governance Directorate, to help develop appropriate policy;

**Performance Management**

10. To undertake performance monitoring in relation to the services and functions of the Governance Directorate, against adopted key performance indicators and identified areas of concern;
11. To review relevant Key Performance Indicator (KPI) outturn results for the previous

year, at the commencement of each municipal year;

12. 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 relevant to the service areas for which the Panel has scrutiny responsibility Council's services and the achievement of its key objectives,; and
  - (b) the performance targets for those KPIs for each year;
13. To review performance against the KPIs on a quarterly basis throughout each year, and to make recommendations for corrective action in relation to areas of slippage or under performance.

#### **Equality**

14. To review six monthly progress towards the achievement of the Council's equality objectives for 2012/13 to 2015/16, and progress in relation to other equality issues and initiatives.

#### **Public Consultation and Engagement**

15. 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;
16. To annually review details of the consultation and engagement exercises undertaken by the Council over the previous year;

**Chairman: Councillor T Church**

## TERMS OF REFERENCE – SELECT COMMITTEE

**Title: Neighbourhood and Community Services**

**Status: Select Committee**

### **Terms of Reference:**

#### **General**

1. To undertake overview and scrutiny, utilising appropriate methods and techniques, of services and functions of the Neighbourhood and Communities Directorates (not including Housing matters) and excluding those matters within remit of the Audit and Governance Committee, the Standards Committee or the Constitution Working Group;
2. To consider any matter referred to the Select Committee by the Overview and Scrutiny Committee;
3. To keep under review:
  - (i) *Environmental enforcement activities;*
  - (ii) *Safer communities activities;*
  - (iii) *Waste management activities; and*
  - (iv) *Leisure Management*
  - (v) *Local Plan Scrutiny*
4. To respond to applicable consultations as appropriate;
5. To establish working groups as necessary to undertake any activity within these terms of reference;
6. To identify any matters within the services and functions of the Neighbourhoods Directorate and the community services and community safety activities of the Communities Directorate that require in-depth scrutiny and report back to the Overview and Scrutiny Committee as necessary;

#### **Crime and Disorder**

7. To act as the Council's Crime and Disorder Scrutiny Committee and to keep under review the activities of the Epping Forest Community Safety Partnership as a whole or any of the individual partners which make up the Partnership;

#### **Performance Monitoring**

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

**Environment**

9. To monitor and keep under review the Council's progress towards the development and adoption of a corporate energy strategy / environmental policy and to receive progress reports from the Green Working Party.

10. To receive reports from the Waste Management Partnership Board in respect of the operation of and performance of the waste management contract;

11. To receive and review the reports of the Bobbingworth Nature Reserve (former landfill site) Liaison Group.

**Leisure**

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

**Chairman: Cllr. Sartin**



## Overview and Scrutiny Work Programme – July 2015

<b>Overview and Scrutiny Committee</b>			
<b>Item</b>	<b>Report Deadline / Priority</b>	<b>Progress / Comments</b>	<b>Programme of Future Meetings</b>
(1) OS Annual Report 2014/15	June 2015	Final report went to the June 2015 meeting.	09 June 2015; 21 July; 20 October; 05 January 2016; 23 February; and 19 April.
(2) To receive an information item on 'Volunteering Through Time Banking'	July 2015	To receive an information item from the VAEF time banking co-ordinator.	
(3) 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.	October 2015?	Recommendation taken from the Children Services Task and Finish Panel. Chris Martin last attended the November 2014 meeting.	
(4) Six monthly review -	October 2015	Last completed in November 2014	
(a) Monitoring of OS recommendations  (b) OS work programme			

(5) To review the strategic direction of Epping Forest College, its vision for the future and its relationship with the Community	October 2015	The new Principal of Epping Forest College addressed the July 2014 meeting.  <i>In September 2014, the Committee agreed that the Principal should be asked to address them on an annual basis.</i>	
(6) To receive a presentation from Youth Council members	January 2016	Members of the Youth Council to attend with an update on their programme of work.	
(7) Key Objectives 2014/15	Outturn report to June 2015 meeting	Outturn report for 2014/15. ( <i>Quarterly progress reports in respect of the annual Key Objectives are made to the Cabinet and the Overview and Scrutiny Committee</i> )	
(8) Corporate Plan Key Action Plan 2015/16	Progress reports to be considered on a quarterly basis.	Quarterly progress to be considered at meetings to be held in Oct. 2015 (Qtr. 1), Jan 2016 (Qtr. 2) and Feb 2016 (Qtr. 3).	
(9) Corporate Plan Key Action Plan 2016/17	July 2015	The Key Action Plan process has been brought forward to align with the budget setting process. To be considered by Cabinet in October.	
(10) Barts Health NHS Trust	<del>June 2015 &amp;</del> February 2016	Ms L Hill-Tout the interim Managing Director of Whipps Cross came to the June meeting. It was subsequently agreed that a representative would come back to another meeting to update the Committee. February 2016 has been proposed.	

(11) Essex County Fire and Rescue Service	January 2016	To receive a presentation from the Fire and Rescue Service on the review of their service provision and on the consultation exercise.	
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## Select Committees

### Housing Select Committee (Chairman – Cllr Murray)

Item	Report Deadline / Priority	Progress/Comments	Programme of Future Meetings
(1) Performance against Housing Service Standards and Review (Recommendations to Housing Portfolio Holder)	June 2015	<b>COMPLETED</b>	16 June 2015 08 September; 10 November; 12 January 2016; and 08 March
(2) 6-Month Progress Report on Housing Strategy Action Plan 2015/16	June 2015	<b>COMPLETED</b>	
(3) Housing Key Performance Indicators (KPI) – 2014/15 Outturn	June 2015	<b>COMPLETED</b>	
(4) Housing Key Performance Indicators (KPI) – Quarter 1	September 2015		
(5) Six-Month Review of the HRA Financial Plan	September 2015		
(6) Six-Monthly Progress Report on Housing Business Plan Action Plan	September 2015		
(7) Private Sector Housing Strategy Action Plan – Annual Progress Report	November 2015		
(8) Housing Strategy Action Plan 2016/17	January 2016		

(9) Housing Key Performance Indicators (KPI) – Quarter 2	January 2016		
(10) Briefing on the proposed Council rent increase for 2016/17	January 2016		
(11) Proposed housing service improvements and service enhancements – 2016/17	January 2016		
(12) Housing Key Performance Indicators (KPI) – Quarter 3	March 2016		
(13) Housing Key Performance Indicators (KPI) – Targets for 2016/17	March 2016		
(14) 12-monthly Progress Report on Housing Business Plan Action Plan 2015/16	March 2016		
(15) HRA Business Plan 2016/17	March 2016		
(16) Homelessness Strategy 2015-2018	June 2015	<b>COMPLETED</b>	
(17) Housing Service Strategy on Housing and Estate Management (3-Year Review)	June 2015		
(18) Housing Service Strategy on Energy Efficiency (3-Year Review)	June 2015	<b>COMPLETED</b>	
(19) Housing Service Strategy on Older People’s Housing (3-Year Review)	June 2015	<b>COMPLETED</b>	

(20) Policy on HMO Licensing	September 2015		
(21) Private Sector Housing Enforcement Policy	September 2015		
(22) Housing Service Strategy on Empty Properties (3-Year Review)	September 2015		
(23) Housing Service Strategy on rent Collection and administration (3-Year Review)	September 2015		
(24) Housing Service Strategy on Home Ownership (3-Year Review)	September 2015		
(25) Housing Service Strategy on Harassment (3-Year Review)	September 2015		
(26) Review of the approach to the Scheme Management Service to sheltered housing and properties designated for older people	October 2015		
(27) Report of the Tenant Scrutiny Panel on its Service Review of Tenant Involvement	November 2015		
(28) Results of the STAR Triennial Tenant Satisfaction Survey	November 2015		
(29) Review of the future use of sheltered/grouped housing scheme sites	March 2016		

(30) Housing Service Strategy on Housing Advice (3-Year Review)	March 2016		
(31) Housing Service Strategy on Under-Occupation (3-Year Review)	March 2016		

<b>Governance Select Committee (Chairman – Cllr Church)</b>			
<b>Item</b>	<b>Report Deadline / Priority</b>	<b>Progress / Comments</b>	<b>Programme of Future Meetings</b>
(1) Review of the Elections 7 May 2015	7 July 2015	Review of the processes for the General, District Council and Parish Council elections <b>COMPLETED</b>	07 July 2015; 06 October; 01 December; 02 February 2016; 05 April
(2) Review of Public Consultations	7 July 2015	Annual Review <b>COMPLETED</b>	
(3) Key Performance Indicators 2014/15 - Outturn	Outturn KPI performance (Governance indicators only) considered at first meeting in each municipal year	Outturn KPI performance report for 2014/15 to be considered at meeting on 7 July 2015 <b>COMPLETED</b>	
(4) Key Performance Indicators 2015/16 – Quarterly Performance Monitoring	Quarterly KPI performance (Governance indicators only) considered on a quarterly basis	Quarterly KPI performance reports for 2015/16 to be considered at meetings on: 6 October 2015 (Q1) 1 December 2015 (Q2) 5 April 2016 (Q3)	
(5) Proposed Governance Key Performance Indicators 2016/17	Draft indicator set considered alongside review of third quarter KPI performance for 2015/16	Proposed Governance KPIs for 2015/16 to be considered at meeting on 5 April 2016	
(6) Planning Appeals Performance	6 October 2015		
(7) Development Management Chair and Vice Chair's Meeting	1 December 2015	To receive feedback from this meeting of Chair and Vice Chair's of the Area Planning and Development Management Control Committees	



(8)	Equality Objectives 2012-2016 – 6 monthly reporting	7 July 2015	Review 6 monthly performance: 6 7 July 2015 <b>COMPLETED</b> 7 1 December 2015	
(9)	Proposed Equality Objectives 2016-2020	2 February 2016	Proposed Equality Objectives 2016-2020 to be considered at meeting 2 February 2016	
(10)	S106 Monitoring Report	6 October 2015		
(11)	Planning Enforcement Report	1 December 2015		

<b>Neighbourhood &amp; Community Services Select Committee (Chairman – Cllr Sartin)</b>			
<b>Item</b>	<b>Report Deadline / Priority</b>	<b>Progress / Comments</b>	<b>Programme of Future Meetings</b>
(1) Enforcement activity	January 2016	Annual report Committee	08 July 2015
(2) CCTV action plan review	January 2016	Annual report to Committee	15 September;
(3) Annual Report of the Community Safety Partnership	September 2015	Annual report to Committee	17 November;
(4) KPIs 2014/15	July 2015	Outturn report for 2014/15	19 January 2016;
(5) To review the specific quarterly KPI's for 2015/16	Quarterly	Progress reports to meetings: Q1 in September 2015; Q2 in November 2015; Q3 in March 2016	15 March
(6) Receive notes of Waste Management Partnership Board	As appropriate	Notes reported to Committee at first available meeting following receipt.	
(7) Receive notes of the Bobbingworth Nature Reserve Liaison Group and updates as appropriate.	As appropriate	Notes to the Committee at first available meeting following receipt.	
(8) To receive updates from the Green Corporate Working Party	As appropriate (To receive an update on the current position in November '15)	To monitor and keep under review the Council's progress towards the development and adoption of a corporate energy strategy/environmental policy and to receive progress reports from the Green Working Party.	
(9) Feedback on the success of the Crucial Crew Initiative and learning points for future programmes	September 2015		

(10) Report on the outcome of Stage 1 feasibility study on the options for establishing a Museum, Heritage and Culture Development Trust	September 2015		
(11) Feedback on the success of the Summer Holiday Activity Programme and Learning points for the future programme.	November 2015		
(12) Feedback on the success of the Reality Roadshow initiative and learning points for future programmes.	January 2016		
(13) Report on the extensive new offer provided to visitors following the expansion and improvement of the Epping Forest Museum	March 2016		
(14) To receive regular updates on the current position of the Local Plan	Update to go to each meeting.	Committee to keep a watch in brief on the position of the District's Local Plan	

<b>Resources Select Committee (Chairman – Cllr Mohindra)</b>			
<b>Item</b>	<b>Report Deadline / Priority</b>	<b>Progress / Comments</b>	<b>Programme of Future Meetings</b>
(1) To review the specific quarterly KPI's for 2015/16	Quarterly	Progress reports to meetings: Q1 in October 2015; Q2 in December 2015; Q3 in February 2016	14 July 2015; 13 October; 08 December; 09 February 2016 and 12 April
(2) Key Performance Indicators 2014/15 - Outturn	Outturn KPI performance considered at the first meeting of each municipal year	Outturn KPI performance report for 2014/15 for July 2015 meeting.	
(3) 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 F&PM Cabinet Committee in January of each year.	
(4) ICT Strategy - progress	Progress against ICT Strategy Considered on an annual basis each October.	Progress report to be considered at meeting on 13 October 2015. To include call/response handling and a report on options following introduction of new telephony system.	
(5) Fees and Charges 2016/17	Proposed fees and charges for 2016/17 to be considered at October 2015 meeting	Proposed fees and charges considered on an annual basis each October	

(6) Provisional Capital Outturn 2014/15	Provisional outturn for 2014/15 to be considered at July meeting.	Provisional Revenue Outturn considered on an annual basis at first meeting in each municipal year.	
(7) Provisional Revenue Outturn 2014/15	Provisional Outturn for 2014/15 considered at July 2015 meeting.	Provisional Revenue Outturn considered on an annual basis at first meeting in each year.	
(8) Sickness Absence	Half yearly progress reports for 2015/16 to be considered at December and April meetings.	Detailed progress against achievement of sickness absence targets reviewed on a six-monthly basis	

## Task and Finish Panels

### Grant Aid Task and Finish Panel (Chairman – Cllr C P Pond)

Item	Report Deadline / Priority	Progress/Comments	Programme of Future Meetings
First meeting to define Terms of Reference.	Final Report by Autumn 2015	To continue from last year. Final Report to go to the October O&S Committee meeting.	14 January 2015; 2 March; 31 March; 16 April; 20 July; 28 September; 29 October

**Youth Engagement Task and Finish Panel (Chairman – Cllr Murray)  
2014/15**

<b>Item</b>	<b>Report Deadline/Priority</b>	<b>Progress/Comments</b>	<b>Programme of Meetings</b>
(1) Terms of reference, scoping report and work programme	Terms of reference and work programme to be considered at initial meeting and referred to the June, Overview and Scrutiny Committee for adoption	Held their first meeting on 20 April 2015 – Final report to go to the October O&S Cttee meeting.	20 April 2015; 18 May; 22 June; 08 July; 11 August; 14 September

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**Request by Member for Scrutiny Review  
2015/16 Work Programme**



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

<p><b>Proposers Name:</b></p> <p>Councillor Will Breare-Hall – Environment Portfolio Holder</p>	<p><b>Date of Request</b></p> <p>6 July 2015</p>
<p><b>Supporting Councillors (if any):</b></p> <p>Councillor Chris Whitbread – Leader of the Council</p>	
<p><b>Summary of Issue you wish to be scrutinised:</b></p> <p>The Council's contract with Sita, its previous waste, recycling and street cleansing contractor, came to an end after a seven year period on 3 November 2014. The process of awarding a new contract began in 2013, with competitive dialogue chosen as the procurement methodology, in recognition of the scale and complexity of the contract.</p> <p>At the final tender stage, all the remaining contractors bid on both a five-day collection and a four-day collection basis. The most advantageous tender, in terms of price and quality, was submitted by Biffa Municipal Ltd, who were appointed by Council in May 2014. The contract mobilisation and handover went well and Biffa performed satisfactorily during the period from November 2014 up until May 2015, during which time they were operating the previous five-day collection arrangements.</p> <p>However, following the switch to the four-day collection schedule and the introduction of new vehicles and technology on 12 May, it quickly became apparent that the contractor was struggling to provide the service required of them. Over a period of several weeks, an unacceptably high level of missed collections were reported, and the service is yet to fully stabilise. As Environment Portfolio Holder, I believe it is important we fully understand the reasons behind this service failure. Doing so will not only help in rectifying the current problems and achieving an acceptable level of service, but will also help in identifying any lessons for the council with respect to the letting of other major service contracts. Accordingly, I seek the support of Overview and Scrutiny to undertake this review.</p>	
<p align="center"><b>NOTE: ENTRIES BELOW RELATE TO ISSUE CATEGORIES OF THE PICK</b></p>	

**PROCESS. PLEASE REFER TO THE EXPLANATORY NOTES TO THIS FORM FOR FURTHER INFORMATION**

**Public Interest Justification:**

Since 12 May, the Council has received over 17,000 enquiries from residents, relating to more than 5400 missed bin collections. Historically, residents have enjoyed a good service, with the district in the top ten nationally for its recycling rate. Public and media interest has been considerable and residents have a right to be provided with information as to why the problems occurred.

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

Waste, recycling and street cleansing is a core service provided by the council, and one that all residents are in receipt of. The service plays an important part in maintaining both the quality of life of residents and the attractive appearance of the district. It also serves a valuable environmental function through the delivery of high recycling rates. Costing around £5m per annum, the contract represents a significant area of expenditure so best value for money is a key consideration. For these reasons it is important to understand and address any service deficiencies.

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

Green – the council is in the top ten nationally for recycling rates and has a good record on street cleansing. Customer satisfaction was previously good.

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

No other reviews are taking place in this area, but the council's new Leisure Management Contract is to be procured through competitive dialogue and there may be relevant lessons/learning to transfer across.

**Office Use:**

**Pick score:**

**Considered By OSCC:**

**Request by Member for Scrutiny Review  
2015/16 Work Programme**



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

<b>Proposers Name:</b> Ken Angold-Stephens	<b>Date of Request</b> 06.07.15
<b>Supporting Councillors (if any):</b> Cllr. Murray	
<b>Summary of Issue you wish to be scrutinised:</b>  The progress of the new 6 <sup>th</sup> form consortium across secondary schools in Loughton, Waltham Abbey and Epping, including St. Johns, Roding Valley, Debden Park and King Harold Schools	
<b>NOTE: ENTRIES BELOW RELATE TO ISSUE CATEGORIES OF THE PICK PROCESS. PLEASE REFER TO THE EXPLANATORY NOTES TO THIS FORM FOR FURTHER INFORMATION</b>	
<b>Public Interest Justification:</b>  There has, for many years, been serious public concern over the lack of 6 <sup>th</sup> form provision in the District. Children attending the above schools had to move to other schools or Epping Forest College when reaching 6 <sup>th</sup> form age and their choices were severely restricted. The lack of continuity of schooling together with the difficulty of attracting talented teaching staff to schools without a 6 <sup>th</sup> form was not conducive to the provision of optimum opportunities for children in the area. The introduction of a 6 <sup>th</sup> form consortium has been widely welcomed but there remain concerns over its practical implementation from September 2015.	

<b>Impact on the social, economic and environmental well-being of the area:</b>  The introduction of a 6 <sup>th</sup> form consortium will enable a wide range of subjects to be taught locally to University entry grade levels. It will bring greater social cohesion to the towns with greater opportunity for student participation in extra-curricular activities within their communities as well as achieve their educational goals within their own school community.
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<b>Council Performance in this area (if known: Red, Amber, Green):</b>	
<p><b>Red: we have not monitored school performance in this area in the past as far as I am aware although we have monitored the performance of Epping Forest College which does some basic 'A' level courses although arguably its strength lies in its practical skills courses. We have not drilled down to specific courses in our scrutiny of the College but concentrated on the results of Ofsted inspections, action plans, and the financial challenges of the College.</b></p>	
<b>Keep in Context (are other reviews taking place in this area?)</b>	
<p><b>No other reviews are taking place as it is early days but no doubt the County Council Education Department will do at some stage. The importance of doing it early is that there are issues relating to staff recruitment, availability of new teaching facilities, funding issues, and practical problems in students attending different schools for different subjects and no doubt other issues that may come to light when trying to bed down a new system. It would seem appropriate to scrutinise it after it has had time to bed down but not too long after the start of term in case serious issues have arisen, so probably not before late autumn.</b></p>	
<b>Office Use:</b>	
<b>Pick score:</b>	<b>Considered By OSCC:</b>



**Epping Forest  
District Council**

**THE KEY DECISION LIST**

**INCLUDING PROPOSED PRIVATE DECISIONS**

**(25 June 2015)**

## **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 of Resources 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.

## **Corporate Aims & Key Objectives 2015/16**

- (1) To ensure that the Council has appropriate resources, on an ongoing basis, to fund its statutory duties and appropriate discretionary services whilst continuing to keep Council Tax low:
- (a) To ensure that the Council's Medium Term Financial Strategy plans to meet the Council's financial and service requirements for any forward five year period, whilst minimising any reliance on Government funding;
  - (b) To continue to review and develop the Council's own assets and landholdings for appropriate uses, in order to maximise revenue streams and capital receipts, and to deliver the following key projects:
    - (i) The Epping Forest Shopping Park, Loughton;
    - (ii) The Council Housebuilding Programme;
    - (iii) The St John's Redevelopment Scheme, Epping; and
    - (iv) North Weald Airfield;
  - (c) To explore appropriate opportunities to make savings and increase income through the shared delivery of services with other organisations, where such arrangements would provide improved and/or more cost effective outcomes.
- (2) To ensure that the Council has a sound and approved Local Plan and commences its subsequent delivery:
- (a) To produce a sound Local Plan, following consultation with local residents and working with neighbouring councils, that meets the needs of our communities whilst minimising the impact on the District's Green Belt;
  - (b) To increase opportunities for sustainable economic development within the District, in order to increase local employment opportunities for residents; and
  - (c) To deliver the Council's new Leisure and Cultural Strategy, in order to maximise participation and value for money in the provision of leisure and cultural services to local residents and visitors.
- (3) To ensure that the Council adopts a modern approach to the delivery of its services and that they are efficient, effective and fit for purpose:
- (a) To have efficient arrangements in place to enable customers to easily contact the Council, in a variety of convenient ways, and in most cases have their service needs met effectively on first contact;
  - (b) To utilise modern technology to enable Council officers and members to work more effectively, in order to provide enhanced services to customers and make Council services and information easier to access; and



(c) To ensure that the Council understands the effects of an ageing population within the District and works with other agencies to make appropriate plans and arrangements to respond to these effects.

**Cabinet Membership 2015/16**

Chris Whitbread	Leader of the Council
Syd Stavrou	Deputy Leader and Finance
Richard Bassett	Planning Policy
Will Breare-Hall	Environment
Anne Grigg	Asset Management & Economic Development
Dave Stallan	Housing
Gary Waller	Safer, Greener & Transport
Helen Kane	Leisure & Community Services
John Philip	Governance & Development Management
Alan Lion	Technology & Support Services

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**WORK PROGRAMME - 25 JUNE 2015 TO 25 SEPTEMBER 2015****PORTFOLIO - LEADER**

<b>ITEM</b>	<b>DESCRIPTION</b>	<b>KEY DECISION</b>	<b>DATE OF DECISION</b>	<b>DECISION MAKER</b>	<b>PRIVATE DECISION</b>	<b>REPRESENTATION ARRANGEMENTS</b>	<b>BACKGROUND PAPERS</b>
Corporate Plan Key Action Plan 2016/17	To agree the Corporate Plan Key Action Plan for 2016/17	Yes	8 October 2015	Cabinet		Barbara Copson 01992 564042	Corporate Plan 2015-20
Council Constitution	To approve the new Constitution for the Council	Yes	26 April 2016	Council		Simon Hill 01992 564249	Agenda & Minutes of the CMS Scrutiny Panel

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
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**WORK PROGRAMME - 25 JUNE 2015 TO 25 SEPTEMBER 2015**

**PORTFOLIO - FINANCE**

<b>ITEM</b>	<b>DESCRIPTION</b>	<b>KEY DECISION</b>	<b>DATE OF DECISION</b>	<b>DECISION MAKER</b>	<b>PRIVATE DECISION</b>	<b>REPRESENTATION ARRANGEMENTS</b>	<b>BACKGROUND PAPERS</b>
Corporate Risk Update	Quarterly update of the Corporate Risk Register	Yes	18 June 2015  23 July 2015	Finance and Performance Management Cabinet Committee  Cabinet		Bob Palmer 01992 564279	
Council Budget 2016/17	The Budget setting process for 2016/17, including:  1...Financial Issues Paper  2...Fess & Charges  3...Draft Budget Lists  4...Executive Approval  5...Final Approval	Yes	20 July 2015  12 November 2015  21 January 2016  4 February 2016  16 February 2016	Finance and Performance Management Cabinet Committee  Finance and Performance Management Cabinet Committee  Finance and Performance Management Cabinet Committee  Cabinet  Council		Bob Palmer 01992 564279	
Local Council Tax Support Scheme 2016/17	Review of the Scheme for 2016/17:  1...Consider amendments  2...Finalise Scheme  3...Approve Scheme	Yes	23 July 2015  3 December 2015  15 December 2015	Cabinet  Cabinet  Council		Janet Twinn 01992 564215	

**WORK PROGRAMME - 25 JUNE 2015 TO 25 SEPTEMBER 2015****PORTFOLIO - ENVIRONMENT**

<b>ITEM</b>	<b>DESCRIPTION</b>	<b>KEY DECISION</b>	<b>DATE OF DECISION</b>	<b>DECISION MAKER</b>	<b>PRIVATE DECISION</b>	<b>REPRESENTATION ARRANGEMENTS</b>	<b>BACKGROUND PAPERS</b>
Water and Pollution Control Officer	Approval to create a new substantive post	Yes	3 September 2015	Cabinet		Kim Durrani 01992 564055	
Waste and Recycling	Update to Waste & Recycling Policies	Yes	5 November 2015	Cabinet		Kim Durrani 01992 564055	None

**WORK PROGRAMME - 25 JUNE 2015 TO 25 SEPTEMBER 2015**

**PORTFOLIO - HOUSING**

<b>ITEM</b>	<b>DESCRIPTION</b>	<b>KEY DECISION</b>	<b>DATE OF DECISION</b>	<b>DECISION MAKER</b>	<b>PRIVATE DECISION</b>	<b>REPRESENTATION ARRANGEMENTS</b>	<b>BACKGROUND PAPERS</b>
Tenders for Choice Based Lettings Agency	To approve the tender to be selected.	Yes	19 June 2015	Housing Portfolio Holder		Roger Wilson 01992 564419	
Tenders for Gas Servicing Contract	To agree the tenders	Yes	3 July 2015	Housing Portfolio Holder		Paul Pledger 01992 564248	
Housing Service Standards	Review and amendments to the Service Standards	Yes	3 July 2015	Housing Portfolio Holder		Alan Hall 01992 564004	
Housing Providers Community Fund	To agree to the introduction and the arrangements	Yes	3 July 2015	Housing Portfolio Holder		Alan Hall 01992 564004	
Annual Review of Waivers to Contract Standing Orders	To agree required waivers to Contract Standing Orders.	No	23 July 2015	Cabinet		Paul Pledger 01992 564248	
Phase I - Council Housebuilding	To consider options for the resolution of delays with Phase I of the Council Housebuilding Programme and to agree action.	Yes	27 July 2015	Council Housebuilding Cabinet Committee		Paul Pledger 01992 564248	
HMO Licensing	To agree the future approach to the licensing of houses in multiple occupation (HMO)	Yes	3 September 2015	Cabinet		Sally Devine 01992 564149	
Private Sector Housing Enforcement	To agree the policy on future private sector housing enforcement	Yes	3 September 2015	Cabinet		Sally Devine 01992 564149	
Homelessness Strategy	Adoption of the new Strategy	Yes	4 September 2015	Housing Portfolio Holder		Roger Wilson 01992 564419	

Council Housebuilding Programme Annual Report	Annual report on progress and costs.	Yes	8 October 2015	Cabinet		Alan Hall 01992 564004	
Sheltered and Other Housing for Older People	To agree the future approach to sheltered housing and properties designated for older people	Yes	6 November 2015	Housing Portfolio Holder		Roger Wilson 01992 564419	
Charges for Gardening Service to Non-Council Tenants	To consider and agree the introduction of charges for the Gardening Service to non-Council tenants	Yes	3 December 2015	Cabinet		Lyndsay Swan 10992 564146	
Off Street Parking Programme 2016/17	To approve the Programme for 2016/17	Yes	4 February 2016	Cabinet		Paul Pledger 01992 564248	
Housing Improvements & Service Enhancements 2016/17	To agree the list of new Housing improvements and service enhancements to be undertaken in 2016/17.	Yes	3 March 2016	Cabinet		Alan Hall 01992 564004	

<b>ITEM</b>	<b>DESCRIPTION</b>	<b>KEY DECISION</b>	<b>DATE OF DECISION</b>	<b>DECISION MAKER</b>	<b>PRIVATE DECISION</b>	<b>REPRESENTATION ARRANGEMENTS</b>	<b>BACKGROUND PAPERS</b>
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**WORK PROGRAMME - 25 JUNE 2015 TO 25 SEPTEMBER 2015**

**PORTFOLIO - SAFER, GREENER AND TRANSPORT**

<b>ITEM</b>	<b>DESCRIPTION</b>	<b>KEY DECISION</b>	<b>DATE OF DECISION</b>	<b>DECISION MAKER</b>	<b>PRIVATE DECISION</b>	<b>REPRESENTATION ARRANGEMENTS</b>	<b>BACKGROUND PAPERS</b>
Tree Works Contract	Two year extension of contract for major tree works	No	22 May 2015	Safer, Greener and Transport Portfolio Holder		Kim Durrani 01992 564055	
Safeguarding Strategy	Adoption of Safeguarding Strategy & Action Plan	No	23 July 2015	Cabinet		Julie Chandler 01992 564214	
Prevent Policy	Approval of Prevent Policy	No	23 July 2015	Cabinet		Julie Chandler 01992 564214	
Safeguarding Resources	Future Safeguarding staffing resources	No	23 July 2015	Cabinet		Julie Chandler 01992 564214	
CCTV Strategy	Report on the future strategy for CCTV in the Epping Forest District	Yes	23 July 2015	Cabinet		Julie Chandler 01992 564214	
Bus Shelters	Options for the provision of advertising & maintaining bus shelters	Yes	3 September 2015	Cabinet		Kim Durrani 01992 564055	None
North Essex Parking Partnership	To consider alternative options for the provision of the Off Street parking arrangements in the District	Yes	3 December 2015	Cabinet		Kim Durrani 01992 564055	

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ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Signing of Development Agreement for St John's Road, Epping	To sign an agreement for the development of the St John's Road area in Epping	Yes	10 April 2015	Assets and Economic Development Portfolio Holder		Chris Pasterfield 01992 564124	
Epping Forest College	Modification of Epping Forest College title covenants.	No	11 June 2015	Cabinet		Derek Macnab 01992 564051	Request from EF College
Epping Forest Shopping Park	Update report on progress with project.	Yes	23 July 2015	Cabinet	<b>YES, paragraph (3)</b>	Derek Macnab 01992 564050	Report by Colliers International Previous reports to the Cabinet

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**PORTFOLIO - GOVERNANCE & DEVELOPMENT  
MANAGEMENT**

<b>ITEM</b>	<b>DESCRIPTION</b>	<b>KEY DECISION</b>	<b>DATE OF DECISION</b>	<b>DECISION MAKER</b>	<b>PRIVATE DECISION</b>	<b>REPRESENTATION ARRANGEMENTS</b>	<b>BACKGROUND PAPERS</b>
Vacant Building Credit	To approve local planning guidance for the application of the recent Planning Policy Guidance on Vacant Building credits	Yes	3 July 2015	Governance and Development Management Portfolio Holder		Alan Hall 01992 564004	None
Affordable Housing Viability Appraisals	To approve local Planning Guidance for applicants on the Council's requirements for the submission of viability appraisals relating to affordable housing	Yes	7 August 2015	Governance and Development Management Portfolio Holder		Alan Hall 01992 564004	None
Equality Scheme & Equality Objectives 2016-20	To review the Equality Scheme & agree the Equality Objectives for 2016-20	Yes	3 March 2016	Cabinet		Barbara Copson 01992 564042	None