



Overview and Scrutiny Committee Monday, 12th January, 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 Monday, 12th January, 2015
at 7.30 pm .**

**Glen Chipp
Chief Executive**

**Democratic Services
Officer:**

Stephen Tautz, Democratic Services Manager, Directorate of
Governance
email:democraticservices@eppingforestdc.gov.uk Tel: 01992
564180

Members:

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

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

WEBCASTING NOTICE

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

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

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

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

1. WEBCASTING INTRODUCTION

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

2. The Chairman will read the following announcement:

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

By entering the chamber’s lower seating area you 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

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

4. MINUTES (Pages 7 - 58)

Decisions required:

To confirm the minutes of the meetings of the Committee held on 10th November 2014.

5. DECLARATIONS OF INTEREST

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

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

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

Paragraph 11 does not refer to Cabinet decisions or attendance at an OS meeting purely for the purpose of answering questions or providing information on such a matter.

6. PRESENTATION FROM YOUTH COUNCIL

In 2012/13 this Committee had requested an annual presentation from the Youth

Council giving an update on the developing Youth Council programme.

Members of the Youth Council will attend the meeting to outline:

- (i) achievements from the last year;
- (ii) the plans for the Youth Council for the coming year; and
- (iii) new youth engagement and volunteer initiatives for 2015-16.

7. KEY OBJECTIVES 2014/15 - QUARTER 2 UPDATE (Pages 59 - 74)

(Director of Governance) To consider the attached report.

8. WORK PROGRAMME MONITORING (Pages 75 - 92)

(a) To consider the updated work programme

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

Decision Required:

Item 8 of the Work Programme has the County Mental Health Services coming to give a presentation to the February meeting. Members are asked to consider what they would like their presentation to be about and what they would like to be discussed with them.

(b) New Work

The Cabinet at their meeting on 15 December 2014 requested that the North Essex Parking Partnership (NEPP) be invited to a meeting of the O&S Committee.

Decision Required:

This Committee is asked to consider how they would like to deal with this request. Would they like the NEPP to attend an O&S Committee or would they prefer a Scrutiny Panel to take this on board (*this topic would naturally fall into the purview of the Safer Cleaner Greener Scrutiny Panel*).

(c) 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.

9. REVIEW OF CABINET FORWARD PLAN (Pages 93 - 108)

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

10. EXCLUSION OF PUBLIC AND PRESS

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

Agenda Item No	Subject	Exempt Information Paragraph Number
Nil	Nil	Nil

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

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

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

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

- (a) disclose any facts or matters on which the report or an important part of the report is based; and
- (b) have been relied on to a material extent in preparing the report and does not include published works or those which disclose exempt or confidential

information (as defined in Rule 10) and in respect of executive reports, the advice of any political advisor.

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

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EPHING FOREST DISTRICT COUNCIL OVERVIEW AND SCRUTINY MINUTES

Committee:	Overview and Scrutiny Committee	Date:	Monday, 10 November 2014
Place:	Council Chamber, Civic Offices, High Street, Epping	Time:	7.30 - 9.11 pm
Members Present:	Councillors R Morgan (Chairman, Overview and Scrutiny Committee) (Chairman) K Angold-Stephens (Vice-Chairman) G Chambers, K Chana, T Church, D Dorrell, L Girling, P Keska, Mrs J Lea, A Mitchell MBE, B Rolfe, Ms G Shiel, B Surtees, Mrs T Thomas and D Wixley		
Other Councillors:	Councillors Ms H Kane, A Lion, S Neville, D Stallan, Ms S Stavrou, G Waller and Mrs J H Whitehouse		
Apologies:	Councillors S Murray, Mrs M Sartin and A Watts		
Officers Present:	D Macnab (Deputy Chief Executive and Director of Neighbourhoods), S G Hill (Assistant Director (Governance & Performance Management)), J Chandler (Assistant Director (Community Services)), I White (Forward Planning Manager), S Tautz (Democratic Services Manager), T Carne (Public Relations and Marketing Officer), A Hendry (Democratic Services Officer), M Jenkins (Democratic Services Assistant) and G. Nicholas (National Management Trainee)		
By Invitation:	C Martin (Essex County Council)		

34. 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.

35. SUBSTITUTE MEMBERS

It was noted that Councillor T Thomas was substituting for Councillor K Angold-Stephens.

36. MINUTES

RESOLVED:

That the minutes of the meeting held on 14 October 2014 be signed by the Chairman as a correct record.

37. DECLARATIONS OF INTEREST

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

38. PRESENTATION ON CHILDREN SERVICES

The Chairman welcomed Chris Martin, the Integrated Commissioning Director (West) from Essex County Council. He was there as part of a follow up to last years successful presentation on Children Services, given by Jenny Boyd. Mr Martin noted that if the Committee were so minded he could come back again to update them on the other, wider aspects of Children Services he did not have time to cover at this meeting.

Mr Martin noted that it was important to support children and their families from birth right through to the early years of their life (2 to 5 years), to give them the best possible opportunity to succeed. They wanted to be challenging and have all the people working across the early years system to have a single vision of what needed to be changed, this would require big shifts in culture and practice. They would also look at how families and communities may be contributing through peer support and mentoring, thinking about the kind of support families need and not just how it was delivered. (A copy of Mr Martin's slides are attached).

They would be working towards building capacity and capability of parents to support themselves and to support one another; with professional workers starting from peoples strengths and finding ways to build on them to preventing problems occurring. This would involve thinking differently about the workforce, letting them do what needed to be done and make use of their diverse experience. If they get this right they would achieve better outcomes for children while at the same time saving money.

They have less money to spend than before and so would need to be more effective with what they do have. They spent too much time 'firefighting' and not enough on prevention or early intervention. They should make use of citizens and communities; they would have the insights, capabilities and energies which were as yet untapped; there was a collaborative potential to be unlocked.

The outcome for children in Essex had improved but, they needed to do better as there were still some children doing poorly. More needed to be done and improvement continued as resources diminished. There was a need for joined up strategies at the foundation of their work with their partners; a strategic review of the early year's workforce; investment in building community resilience and to address child poverty.

They were undertaking an ambitious, strategic, broad reaching review of early years in collaboration with Clinical Commissioning Groups (CCGs) to identify innovation across the system, especially with families, removal of duplication of resources and roles, developing a common understanding and model of child development and skilling up the workforce to deliver new approaches.

They would innovate to generate new ideas and select the most promising ones, then test and develop them. They will be open to learning, and would honestly reflect on what they learnt, being open to failure; sharing and applying what they learn to improve the system.

They would also engage in ethnographic research with Essex parents and families, taking an in-depth look at the lives of eight families living across Essex combined with observational fieldwork at over 30 services. This type of research reveals behaviours and patterns that other methods would not pick up.

They learned that some parents were lonely, isolated and struggling to make friends and there were few places where young parents felt comfortable. There was a need for better friendship and support networks and activities that built confidence and skills that parents need. Parents should be told where and when they can get help from if they needed it. And they need to trust the professionals they connect with and know that their own skills and abilities were valued and being supported.

Insights gained so far was that they needed to focus on building the resilience of families and reducing their isolation; both professionals and families need to build their relational capability; no-one wants or needs more services, families were not getting the best value from the ones that already exist; and there was poor collaboration between public services.

Their new systems will look first at families' strengths, focus on preventing problems and build the resilience of parents. The professionals should work together across the whole system and base all they do on evidence about what was needed and what works, being brave enough to stop things that were not working. They would have clear criteria on outcomes to enable them to know if they had been successful.

They were looking to have consistency across the workforce around child development and to implement four big ideas – (1) transforming Children's Centres (owned and driven by families and communities, with support from professionals); (2) transforming the workforce (establishing a common core of understanding); (3) alternative approaches to commissioning for outcomes – (working with new providers (including communities)); and (4) – peer support and unleashing community capacity (working to parent's strengths and building their knowledge and resilience).

A copy of his presentation are attached.

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

Councillor Surtees noted that intervention resulting in the removal of Children from home was always likely to engender stress that is most keenly felt by the children concerned in any allegation of abuse or neglect and their siblings. Not every intervention resulting in placement with foster parents, etc. is as a result of proven misconduct by a parent or carer. When a family is reunited after the authorities have determined that a referral was malicious or unfounded there may be continuing stress and after effects for the children in the family. These negative experiences are especially difficult for children who are disabled, of special educational need or from families with poor English language skills and limited knowledge of British culture. Can Mr Martin explain what steps are routinely taken to assist children and families who have experienced this kind of disruption? Mr Martin answered that it was unusual for a child to be removed on grounds of malicious or unfounded concerns. It would have to be done through the power of the Court. For longer term support, they would call upon a range of supports available through existing counselling services or the more targeted support of the Child and Adolescent Mental Health Service and or Social Services. Councillor Surtees responded by saying that there were many reasons why children were removed temporarily. You indicated that this would be unusual but I am aware of several cases. All I am asking is for a wake up call on this.

Councillor Girling noted that a consultation was held in the recent past on children centres and at the time we were told then that there would be a second wave of consultations about this. Also a lot of officers from the centres have left because their hours had been cut. Has there ever been a second consultation and how are you tackling the loss of staff over the last six months. Mr Martin replied that he was not aware of a second consultation or the loss of staff. They were currently asking that

the centres become more 'outreach' type of centres and include and strengthen their ties with their families using them to tell them what they need to do to be more effective. Councillor Girling noted that the first consultation had some concerns raised by some local parents, on some of the Outreach venues used that were not up to standard to cope with groups of very young children and staff having their workload doubled.

Since the meeting Mr Martin has sent in the following as a follow up to the above question from Councillor Girling:

'Context:

The Children's Centre Public Consultation undertaken last year set out changes to service delivery that focused on working smarter and focussing use of resources on actual services for children and less on buildings and other overheads, that ensured, making maximum use of buildings and the staff delivering services.

The proposals set out the intention to extend the contracts from April 2014 until March 2016 to ensure that children's centre services continue across the county for another two years; with no overall reduction in the level of services being delivered as a result of implementing a restructured model from 85 Main site Children's Centres to a combination of 37 Main Sites and 37 Delivery Sites. This meant that 37 children's centres would be re-designated from a Main Site to a Delivery Site with an overall reduction of 11 premises countywide from the current model. The proposed re-designations and closures were identified with the aim of delivering services where families most need them across the county.

In Epping this meant:-

- *Hazelwood Children's Centre remained as a Main site*
 - *Abbeywood became a delivery site for the Hazelwood Children's Centre*
 - *Little Buddies closed and the families within the catchment area were absorbed into Hazelwood's area*
- *Sunrise Children's Centre remained as a main site*
 - *Little Oaks became a delivery site for the Sunrise Children's Centre*
- *True Stars remained as a stand-alone main site*
- *Brambles remained as a main site*
 - *Little Stars became a delivery site for the Brambles Children's Centre.*

In response to the question:

Since April 2014 the main Children's Centre for this area is now Sunrise, with Little Oaks becoming a delivery site. There is a greater focus on targeted outreach provision with services being taken out into the community and homes to those families that have been identified as requiring support, with less being delivered within the centre buildings. This means that families that have been identified as needing support do not need to attend a centre to access services. Across Epping, only 1 centre was closed as a result of the changes, Little Buddies, and families from this area have been transferred to Hazelwood Children's Centre with Abbeywood as a delivery site.

A review of the data collected on children being seen by the Children's Centres for the first 2 quarters of this year, compared to the same period in the preceding year, does show a drop for Little Oaks but an increase for the main site Sunrise, which indicates that the number of families accessing services within the area as a whole

has remained the same. It should also be noted that due to increased focus on targeted support aimed at delivering services where families most need them will mean that universal services will generally be run from Sunrise and not Little Oaks.

Little Oaks is open for 15 hours per week, but the centre does have the flexibility to open more than this if local need requires it to and this is happening on a regular basis to meet the demand of the target number of families from Little Oaks merged with Sunrise numbers of 1850 (almost 1000 from an under 30% area). This is now more established and meeting local needs. Also, as part of the changes implemented Spurgeons a member of staff has left, some are working in different centres and one member of staff was on long term sick, which left the centre needing to employ agency staff on a temporary based whilst replacements were recruited. There was a recruitment drive in place over the summer months. This is now all concluded and Spurgeons feel the centre is effectively meeting the needs of local families.'

Councillor Chambers asked if they were inspected by Ofsted and was told that Ofsted were their regulators and had carried out an inspection in April and they had been judged as being "good". That process took the best part of a month and was very thorough. Part of this process was to look at the Children Centres.

The Chairman read a question sent in by Councillor Angold-Stephens "Having recently visited Little Oaks Children's Centre in Loughton I formed the impression that they were very professional and enthusiastic but I was also aware that they were heavily stretched and, as far as I could tell, their outreach services, which are now very important because of the closure of other centres, is not functioning as well as it might through lack of resources. As a result, young families are probably slipping through the net, particularly those living some way away. I would emphasise that the staff are doing their best but they seem to be under-resourced. Can you advise on what action you are taking to remedy this situation?" Mr Martin said he could supply specific answers later but noted that Children Centre staff would be brought together to help design a system fit for service.

Councillor Janet Whitehouse said that at the last presentation they had about Children Services talking about 'Homestart' and how families could use other centres. Did you know how many families in total have transferred and the reasons why others didn't. Mr Martin did not have the figures with him and indicated that he would get back to her with an answer.

Councillor Neville asked about the Children's Centre in Buckhurst Hill (Little Buddies), did he know how many families that used this now use outreach or the Sunrise centre. Mr Martin said she would find out and get back to him.

Councillor Lea asked if we were taking on the right type of people to look after the children, people who had the right life experience and who would stay the course. Mr Martin agreed that they needed the right type of people that had the right skill mix and capacity to handle the work and to help families build relationships. It was difficult in the West of the county as they were in competition with Hertfordshire and London.

Councillor Mitchell noted that from the presentation there were a lot of outside agencies affiliated to ECC. You were looking to streamline the service and make it more productive. Did he have regular meetings with them to get feedback to aid in your aims and objectives. Mr Martin replied that yes, they work on a contractual basis, working through contracts, with clear monitoring processes. Also, within the agreements are some contractual levers we can use. I and my team will be involved

in the commissioning of health visitors locally, the local community health provider for children and the local children centre provider. In the past this was a fragmented picture, but in the future there will be greater consolidation making the monitoring arrangements much more effective and simpler.

Councillor Girling noted that some stakeholders, such as the Youth Service used a few sites in Loughton, but they did not have any desk space at these venues. Could the County look at these to enable them to perhaps use some office space. Mr Martin noted that this seemed sensible to him and he would take this idea back.

Councillor Janet Whitehouse noted that one of his slides mentioned the movement of Health Visitors can he tell us from where to where? Mr Martin replied that currently Health Visitors are commissioned by NHS England. From October next year the responsibility for the commissioning arrangements would transfer to the local authority. Not the workforce, but just the responsibility was transferring. This is part of the shift from NHS to local authorities.

Councillor Surtees was aware of the concern about the closure of the Homestart scheme. What was the continuing role of the voluntary sector that was not part of a big organisation? He noted that when a project closed there had not been good liaison about providing alternative services. Mr Martin noted that their plan was to move from an annual bidding process to something a bit more sustainable, in accordance with what he had been told over the years by the voluntary sector, that yearly agreements really does not help anyone. In West Essex we have combined efforts so that this year we have a process for organisations to bid for one pot of money for one outcome. This has been met with a degree of positivity. The next stage would be to extend this agreement for three years. They were also lucky to have an external funding team to bring in outside money and help organisations access outside funding.

Councillor Lea wanted to know if all voluntary workers were CRB checked. She was told that they usually were but it depended on the type of work they were asked to do.

The Chairman of the Committee thanked Mr Martin for his interesting presentation and useful answers to the questions raised.

39. CLG CONSULTATION ON PLANNING AND TRAVELLERS

The Forward Planning Manager, Ian White, introduced the report on the Communities and Local Government Consultation on 'Planning and Travellers', seeking views on proposed changes to planning policy and guidance for the travelling community. The consultation would end on 23 November 2014. The stated intentions of the proposed changes were to (i) ensure that the planning system applies fairly and equally to both the settled and traveller communities; (ii) further strengthen protection of "sensitive areas" and Green Belt; and (iii) address the negative impact of unauthorised occupation. The consultation also stated that the Government remained committed to increasing the level of authorised traveller site provision in appropriate locations to address historic undersupply as well as to meet current and future needs.

The consultation also included streamlined draft planning guidance aiming to support councils in robustly assessing their traveller site needs. Members were aware that the Essex Gypsy and Traveller and Travelling Showpeople Accommodation Assessment (GTAA) was published in July 2014 and was included in the Local Plan Evidence Base at Cabinet on 8th September 2014.

The key suggestions in the consultation were:

- Travellers who have given up travelling permanently should be treated in the same way as the settled community, especially regarding sites in sensitive locations, such as the Green Belt – i.e. redefining “Gypsy” and “Traveller” to exclude those who no longer travel;
- Strengthening Green Belt protection by amending the current policy (paras 87 and 88 of the NPPF) so that unmet need and personal circumstances were unlikely to outweigh harm to the Green Belt and any other harm. Ministerial statements earlier in the year had already emphasised that “unmet need, whether for traveller sites or for conventional housing, is unlikely to outweigh harm to the Green Belt and other harm to constitute the “very special circumstances” justifying inappropriate development in the Green Belt;
- Strengthening the current onus on authorities to “strictly limit new traveller development in open countryside” (para 23 of PPTS) to “very strictly” limit such developments;
- Downgrading the weight attributed to a lack of an up-to-date five-year supply of deliverable traveller sites – para 25 of PPTS states that this should be a “significant material consideration” when considering applications for temporary permission. The consultation proposes that this would remain a “material consideration”, but its weight would be a matter for the decision taker;
- Addressing unauthorised occupation of land – the Government is concerned about those who intentionally ignore planning rules and occupy land without planning permission. Such actions, particularly in sensitive areas including the Green Belt, (where those who would apply through the proper channels would be unlikely to gain permission), are highly contentious at the local level and can fuel tensions between the site occupants and the adjacent community. The consultation proposes that national planning policy and PPTS should be amended to make it clear that intentional unauthorised occupation, whether by travellers or members of the settled community, should be regarded by decision takers as a material consideration that weighs against the grant of permission;
- More specifically, and perhaps with Basildon in mind, the consultation proposes that “where a local authority is burdened by a large-scale unauthorised site which has significantly increased its need (for pitch provision), and the area is subject to strict and special planning constraints, then there is no assumption that the local authority is required to meet its traveller site needs in full.”

The consultation contained 13 questions with draft answers contained in the appendix to the report.

It was also noted that:

All the pitches/caravans are in the Green Belt and that our District was 92% Green Belt.

The Essex Gypsy and Traveller and Travelling Showpeople Accommodation Assessment (GTAA) had identified a target of 112 additional pitches in this district in the period up to 2033, broken down into five year segments.

The extent of Green Belt in different Council areas varies very widely – e.g. East Herts is about 33% Green Belt while Uttlesford was significantly less – i.e. both these neighbouring districts have potentially significantly greater options for identifying

suitable locations. This proposal by the Government – a “one size fits all” approach seems too blunt and inflexible given the wide variation in Green Belt coverage of affected districts. It was particularly unfair to those districts which have a very high percentage of Green Belt, and where there is already a long-established and sizeable traveller community.

Members were aware that there was a significant concentration of traveller pitches in the parishes of Nazeing and Roydon – at present 91 (78%) of the 117 authorised permanent pitches. Intentional unauthorised occupation of land was similarly a more frequent occurrence in these parishes, to the extent that a Nazeing Councillor has sought, on a number of occasions, a meeting with the Planning Minister to try to explain the problems being experienced.

Officers could think of no immediate and practical solutions to the problems, other than to suggest a re-think at national level. The planning system as it currently operates is not making adequate provision for the needs of the travelling community. The problem is particularly acute in Green Belt areas, where there does seem to be a perception of favourable treatment for travellers, but the proposals in the consultation will only exacerbate the overall problem of meeting total needs, and make it very much harder to identify suitable sites in the Green Belt.

Councillor Surtees noting that no answer had been submitted for question 7 (“do you agree with the policy proposal that, subject to the best interests of the child, unmet need and personal circumstances are unlikely to outweigh harm to the Green Belt and any other harm so as to establish very special circumstances? If not why not?”) He thought that the needs of the child should be paramount and there was a need for it to be looked on a problem solving basis, and that the issue should not be passed between Councils almost as a political football. This was agreed by the committee as an appropriate response to this question.

RESOLVED:

The Committee noted and agreed the draft answers to the CLG Consultation on Planning and Travellers including the agreed response to question 7.

40. SIX MONTH OVERVIEW AND SCRUTINY REVIEW

Overview and Scrutiny Committee

Mr Tautz, the Democratic Services Manager took the Committee through their current Work Programme reviewing the 6 months of work carried out so far, noting that we have had item 2 today, the presentation on Children Services and that item 5 should read January 2015 and not 2014 and also noted that the quarter 2 report on the key objectives will now go to the next meeting.

Councillor Girling noted that the JCC had recently received a presentation from the apprentices who had just completed their first year at the Council and suggested that it would be a good idea if they got to do their presentation to a wider audience and could they perhaps come to a future meeting of this Committee. The Chairman asked that a PICK form be submitted so that the Committee could consider this request formally.

Housing Scrutiny Panel

The Committee noted their current position on their work programme.

Constitution and Member Services Scrutiny Panel

The Committee noted that this Panel had not met since the last meeting of the Overview and Scrutiny Committee. Their next meeting will be held on 27 November, when they would be looking at the Joint Consultative Committee and the Council procedure rules.

Safer Cleaner Greener Scrutiny Panel

Councillor Lea noted that she had nothing further to add. It was noted that no officers from NEPP had yet been to one of this Panel's meeting and that Nick Alston the PCC would be going to a Local Council's Liaison Committee meeting.

Councillor Wixley noted that the Panel had not received any minutes from the SLM contract monitoring board for some time. He noted that there had been problems at the Loughton Leisure Centre which needed to be got to grips with. Mr Macnab noted that there was a constant push for improvement. He would also look at the availability of notes for the next meeting.

Councillor Chana noted that the Local Highways Panel was not a District but a County Panel. Councillor Church noted that this was in effect a liaison committee with the ECC. Councillor Surtees noted that concerns had been raised about public access to this Panel, could it be improved and made more open. Members on this Panel noted that they were always happy to feed through other councillor's comments to the Panel meetings.

Councillor Janet Whitehouse asked if the notes of the North Essex Parking Partnership (NEPP) should go to this Panel or should they go in the Council Bulletin for all members to see.

Planning Services Scrutiny Panel

Councillor Chambers noted that at the last meeting Councillor Angold-Stephens had a question on Building Control; a report on this should be going to their April meeting.

Finance and Performance Management Scrutiny Panel

Councillor Church had noted that they had not met since the last Overview and Scrutiny Committee meeting.

Councillor Stavrou asked that members attend the Finance Cabinet Committee meeting on 20 January 2015 and give their views.

Scrutiny Panel Review Task and Finish Panel

Mr Tautz informed the meeting that this was still ongoing but will be completed in time. The last meeting had the Chairmen and Vice Chairmen of the Scrutiny Panels to give their views. He reminded members that there would be an O&S workshop on Saturday, 22 November and extended an invitation for all members to attend.

Grant Aid Task and Finish Panel

It was noted that this Panel was still short on Conservative Group nominations.

41. REVIEW OF CABINET FORWARD PLAN

The Committee noted that Cabinet's Forward Plan for October 2014. They had no specific items that they wanted to consider.

42. SAFER CLEANER GREENER SCRUTINY PANEL - REPLACEMENT MEMBER

RESOLVED:

That Councillor A Mitchell replace Councillor Y Knight on the Safer Cleaner Greener Scrutiny panel.

CHAIRMAN



**Outcome 1:
Children in Essex
get the best start
in life**

Chris Martin
Integrated Commissioning
Director (West)

Why is this important?

Supporting children and their families from conception through birth and the early years of their life will give all children the best possible opportunity to succeed.



Ultimately... We want children to thrive, have fun at school and be able to make a positive contribution throughout their lives.

We are...

**Setting our
sights high**

**Being
ambitious**

We want to transform the way support for families with young children happens - creating positive changes that are **widespread**, **high impact** and **long lasting**

We know this will be challenging - only possible if all those working across the early years system have a **single vision of what needs to change** and how it could happen

We need different parts of the system to work together - **aligning** their **resources** and **activity**

**This will
require big
shifts in...**

**Culture and
practice**

**Mindsets and
beliefs**

Starting with family capability and how to build it - thinking carefully about the contribution **families** and **communities** might be making, e.g through peer support, mentoring

Embedding the principle and practice of early intervention - **anticipating** what families need and supporting them **before they really struggle**

Thinking about the kinds of support families need, not just how it is delivered - not all families want to access or need formal 'services'; what else can we facilitate? Should there be a greater focus on the **support and skills parents need**?

We will be working differently with families

We know that parents are children's first and most enduring educators.

Everything we do should be about **building the capacity and capability** of parents to **support themselves** and to **support one another**

But professionals currently largely work on a deficit model - they see the presenting problems and step in when things go wrong, rather than **starting from people's strengths** and finding ways to **build on them** as a route to **preventing problems** occurring

We are thinking differently about the workforce

We know we need to create a system where professionals can **do what needs to be done**, rather than what is on their job description

In particular we want to;

bring about **more consistency, integration** and a **clear focus on shared outcomes** that are framed by a **clear vision**

take hold of and make better use of the **diverse experience** in our current workforce

create **rich personal and professional development**

Get it right and we will..

Achieve better outcomes for children whilst also saving money. As professionals become better informed they will feel more confident to step in early and prevent problems from developing.

CHARLIE, BASILDON



As we begin to align our work more closely with what families really need, we will enable and facilitate highly effective peer-support approaches.

The case for change in Essex

Financial imperative:

- We have less money to spend than before
- We spend money on some things that are not effective
- We spend too much on firefighting, to detriment of prevention/early intervention

Outcomes imperative:

- Results are not as good as they need to be
- Public expectations continue to rise
- Some problems are 'wicked' and need solving systemically

Opportunities imperative:

- Citizens and communities have insights, capabilities and energies as yet untapped
- New collaborative potential to unlock around integration of health and social care
- Proper outcomes based commissioning opens the door to radically different solutions

The case for change in Early Years

Evidence from research:

what happens in the first two years of a child's life has a significant bearing on their future

Our current performance:

outcomes for young children in Essex have improved and most children are well-prepared for school, but we need to do more and different to continue improving as resources diminish

MATT & GEMMA, HARLOW



Families tell us that:

despite everyone's best efforts, they don't always get the right help at the right time

Policy and strategic context

Raising aspirations and attainment in

Early Years: supporting the delivery of the strategic aspirations included within the Essex Children, Young People and Families Partnership Plan (CYPFPP) 2013-2016 and the Joint Health and Wellbeing Strategy for Essex 2013-2018

Joined up strategies: sets the foundations for our work with partners to describe and address Child Poverty through the Child Poverty Strategy 2014-2017

Strategic Review of Early Years: grasping the opportunity that exists to re-define the Early Years Workforce [across Essex]

Family Centred policy: seeking to deliver an approach to working with families that is 'strengths based' and builds upon existing skills and resilience

Investment in building community

resilience: has the potential to develop and extend far beyond Early Years and Childcare to enable the type of community mobilisation described in the 'Who Will Care' report (2013)

Addressing child poverty: an issue that cuts across commissioning for People and Place and will enable ECC to explore opportunities to counter the destabilising impact that temporary accommodation [and worklessness] have on families

Key facts and figures

School Readiness: In 2012/2013 Essex exceeded the national average across all three Prime Areas of Learning and Development

Finance: Spend on Early Years services in 2014/15 is £72

Good Level of Development (GLD): 53% in Essex compared to 52% for England and 41% in the National Pilot (2012)

Foundation Stage Profile (FSP): Move from the bottom quartile in 2011/2012 to the top quartile in 2012/2013

Performance of boys: the gap between boys and girls is 17% overall and 18% when measured against writing

Government targets: Central government will increase the target for Free Early Education Entitlement for two year olds from 20% to 40% under Phase 2

Worklessness: Increased in Essex in 2012, but declined in other East of England authorities. The proportion (and number) of workless households with dependent children decreased between 2008 and 2011

Temporary accommodation - in 2013 the number of households living in temporary accommodation in Essex was 1,017. This has reduced since 2008, but is still an issue. Estimates are that temporary housing costs the taxpayer over £500 million each year

What action are we taking?

An ambitious, strategic, broad-reaching review of early years.

A collaboration between the local authority and clinical commissioning groups (CCGs).

The review will identify opportunities for:

- **innovation across the system, especially co-production with families**
- **removal of duplication of resources and roles**
- **determining what a common understanding and model of child development should be**
- **skilling up the workforce to deliver new approaches**

Through the early years review we will...



- **Enhance the quality of engagement with families**
- **Use meaningful understandings of everyday family life in Essex to help design the future offer**
- **Commit to co-production with both families and staff**
- **Adopt a 'bottom across' approach, seeking the contribution and engagement of front line workers in response to the stories of Essex families**
- **Ensure that there is a significant up scaling of peer and network support in order to fully realise the potential of parents and carers to support each other as volunteers.**

Early years review

In scope but not end product

Children's Centres

Family Info Service

Health Visitor
Transfer

FNP & MESCH
(links to school
nursing/midwife)

Foundation Stage
School Readiness

FiF 3rd Sector

Sufficiency and
Sustainability
(Early Years
Childminding)

Money

Engagement

Workforce

**Research &
horizon
scanning**

What sort of support do parents feel they want/need in early years?

How do parents most want to access this support?

How does that citizen vision fit (or not) with formal 'services' as currently conceived/experienced?

What capacity/energy/aspiration do parents and communities have that we need to be more conscious of? How could it be encouraged/harnessed?

What do parents feel about being supported to be more independent, and supported to support each other? Is this possible? What would it need to look/feel like?

**We are also are testing an
approach to innovation...**

Principles that will define our success and the way we work

Focus

We stay relentlessly focused on citizens' outcomes and experiences as the only measures of success

Believe

We strongly believe that most citizens want and are able to own their own outcomes and be masters of their own destinies, and that we should promote and support independence wherever possible and appropriate

Commit

We are deeply committed to listening to citizens and communities, and to involving them directly in understanding problems, designing and testing solutions, co-producing outcomes

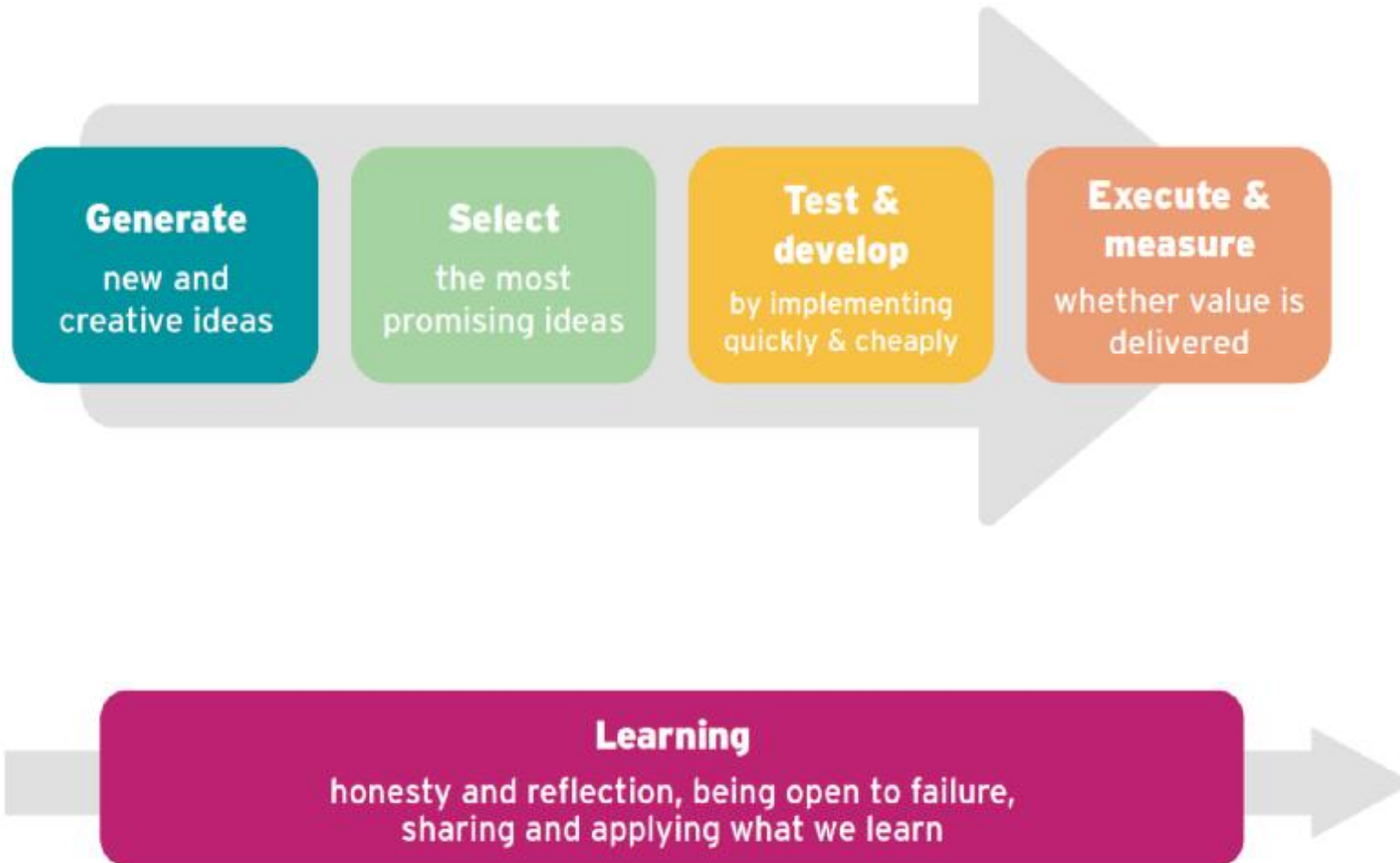
Innovate

We intentionally seek out opportunities to innovate as a core part of what we do

Collaborate

We respect and care about each other's work, and take every opportunity to solve problems together - even when this feels like it adds complexity

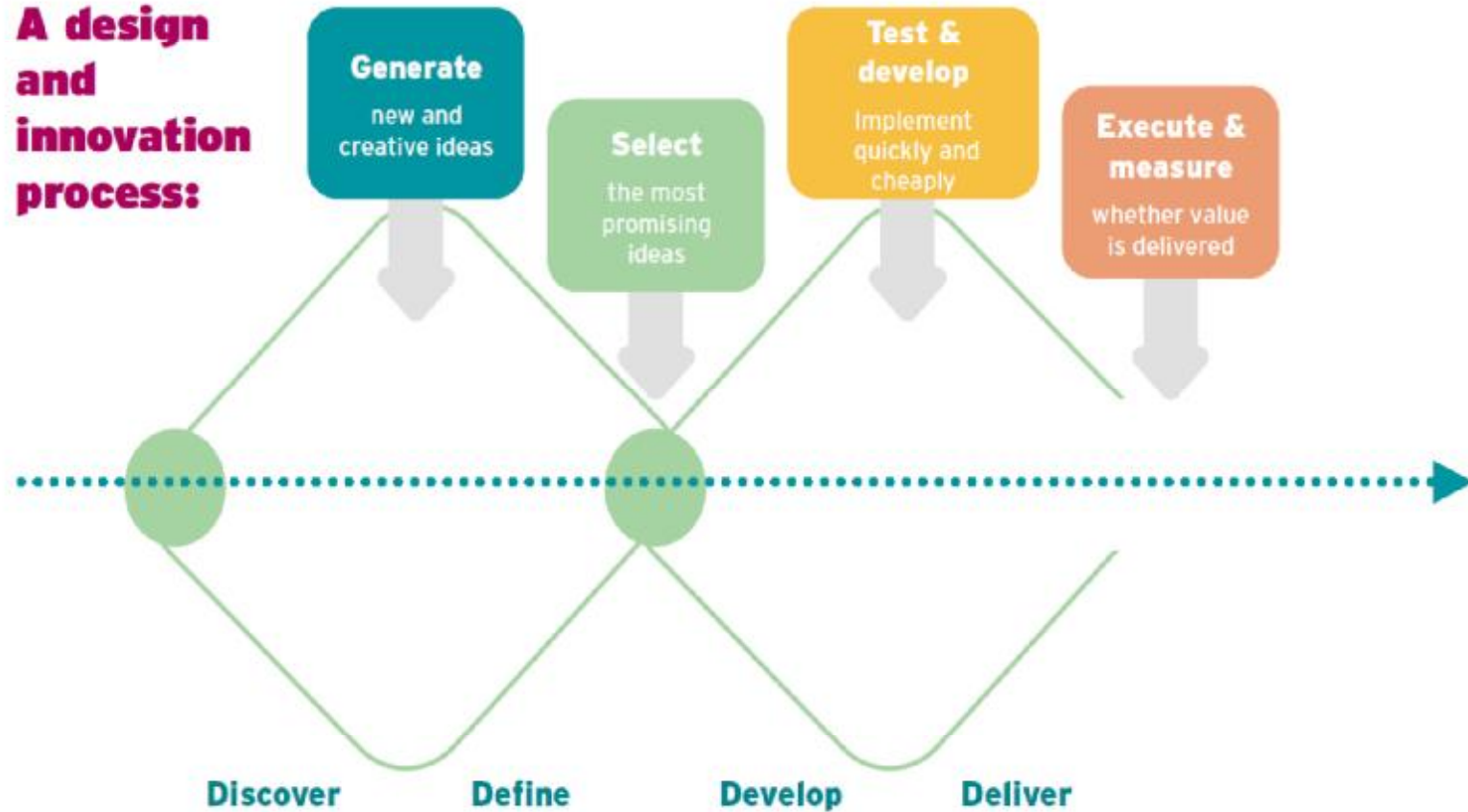
What does it mean to 'innovate'?



Learning

honesty and reflection, being open to failure, sharing and applying what we learn

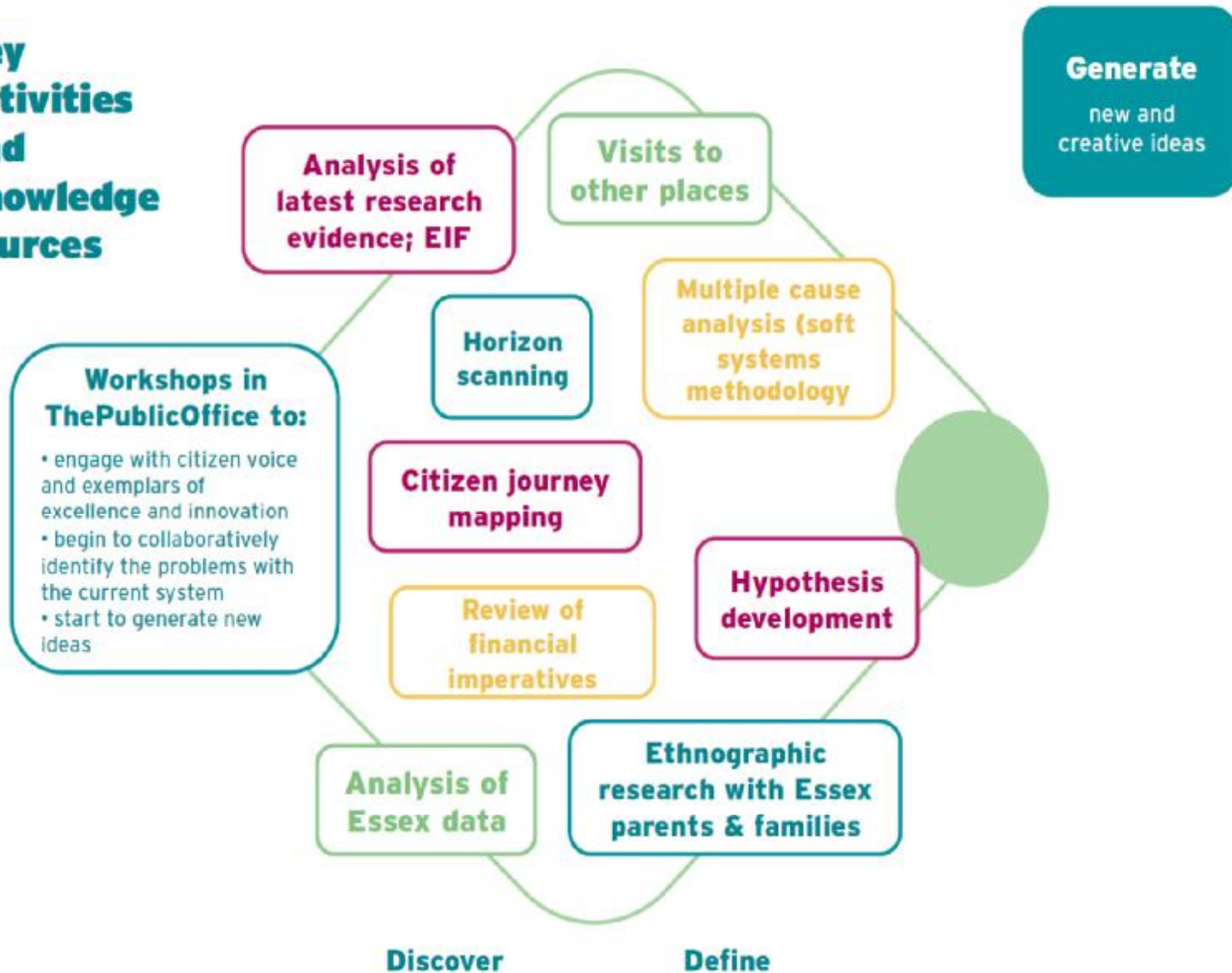
A design and innovation process:

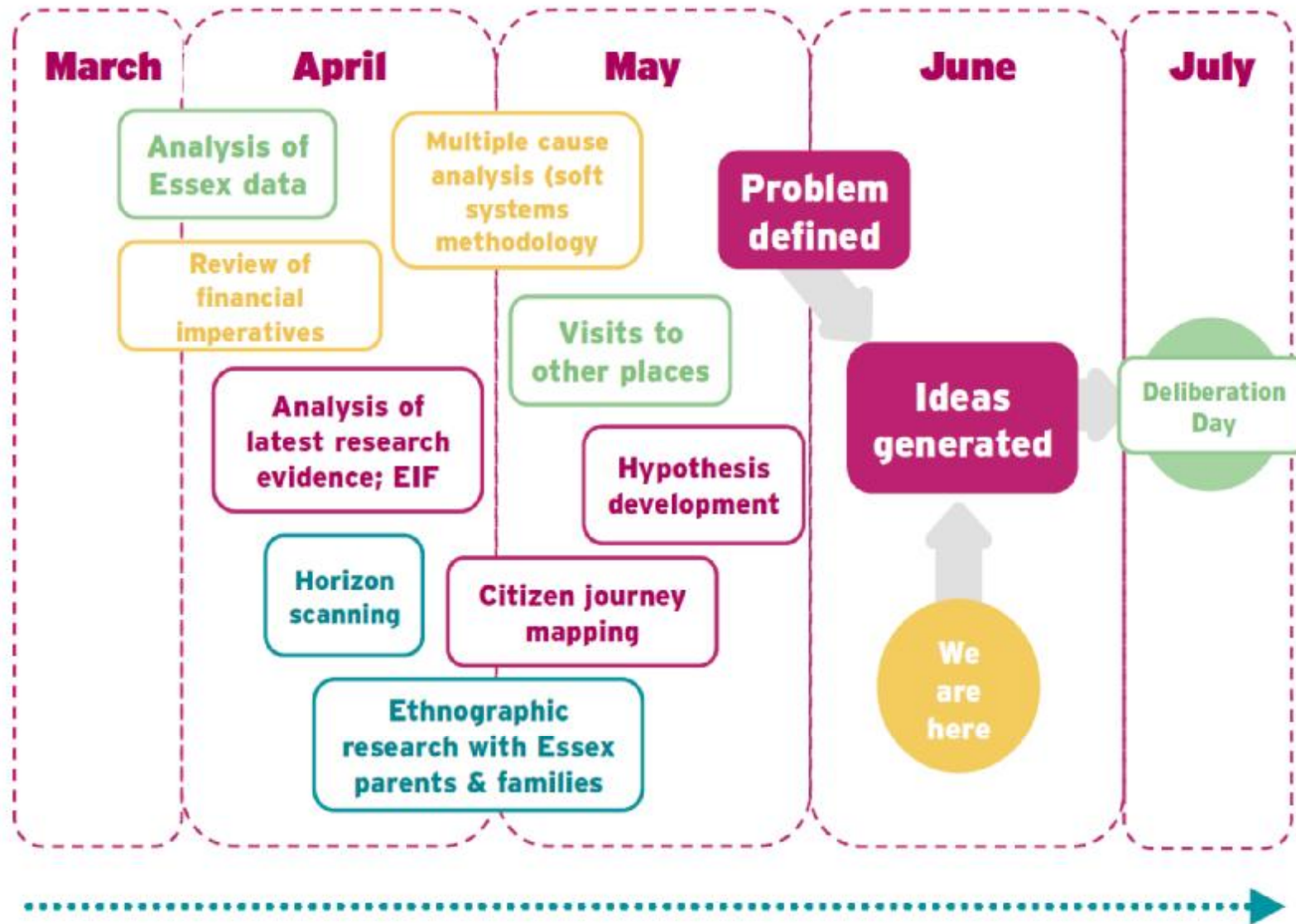


Capacity building

build organisational capacity to think, do and lead differently

Key activities and knowledge sources





AMY & GREG, CLACTON



Focus on...
**Ethnographic research in
early years**



Why ethnographic research?

- Deeply immersive and exploratory
- Meets people on their own turf
- Reveals behaviours and patterns that other methods won't pick up

Our ethnographic commission

We commissioned ethnographic researchers to:

Explore the lives and experiences of young families

Understand experiences of existing support, needs and preferences (including use of public, private and third sector provision)

Understand the hopes and aspirations of families, and perceived enablers and blockers to achieving goals

What did we learn? **Some disruptive insights**

MATT & GEMMA, HARLOW



**Parents
are
isolated,
lonely and
struggling
to make
friends**

WINDMILL CHILDREN'S CENTRE



**Sessions
for
parents
are well-
attended
...
but not
by
parents**



There are few places where young parents feel comfortable

**“The boys don’t have many friends.
They don’t get invited to parties like
other children.”**

Amy & Greg

**"The person I have felt closest to is
the health visitor.**

**As the boys grew up I missed that
contact... I don't have that many
people I can talk to."**

Suze

We are asking ourselves...

How could we help to facilitate:

Better friendship and support networks?

Activities that build the confidence and skills that parents need to nurture and stimulate their children?

Local environments that are welcoming for mums and dads?

More parent entrepreneurialism?

What will success look like?

Parents will feel...

They know where and when to get help if they need it

They trust the professionals they connect with

Their own skills and abilities are valued and being supported

Interventions and services are high quality

They have easy access to trusted and valuable support from other parents if they need it

Professionals will know...

Where our children and families are, what they need and how we can best support them

They are able to build trusted relationships with families

They are supported to do their job and to work well with others in the best interests of children and families

Children have good levels of development in key areas and are ready for school

Children develop and achieve well by the time they are five





We need to focus on building the resilience of families and reducing their isolation

No-one wants or needs *more* services - families aren't getting the best value from the ones that already exist

Top insights
(things we learned that we ignore at our peril)

It's all about relationships - professionals and families need to build their relational capability

There is poor collaboration and connection between public services - this doesn't make sense for families and limits the impact of what professionals do

Our new early years system

Our new system must... Work with and for families across Essex

We will...



Look first at families' strengths
especially those of parents (both Mums and Dads) and take time to understand their needs fully



Focus on preventing problems
before they occur and offer flexible, responsive support when and where it's required



Build the resilience of parents
and communities to support each other



Work together across the whole system
– aligning our resources so we can best support families and 'do what needs to be done when it needs to be done' (not necessarily what is on our job description)



Base all we do on evidence
of both what is needed and of what works, and be brave enough to stop things that aren't working



Be clear and consistent about the outcomes
we expect, and judge what we do against them

We will know our system is successful if it delivers these outcomes:



Children...

- Are physically and emotionally healthy
- Are resilient and able to learn well
- Are supported by their families, their community, and – when necessary – professionals to thrive and be successful
- Live in environments that are safe and support their learning and development



Parents...

- Are supporting one another in their communities
- Know where to get help if they need it
- Have trusted relationships with practitioners, neighbours and other parents
- Are well informed about how best to help their child develop, and motivated to make great choices



Communities...

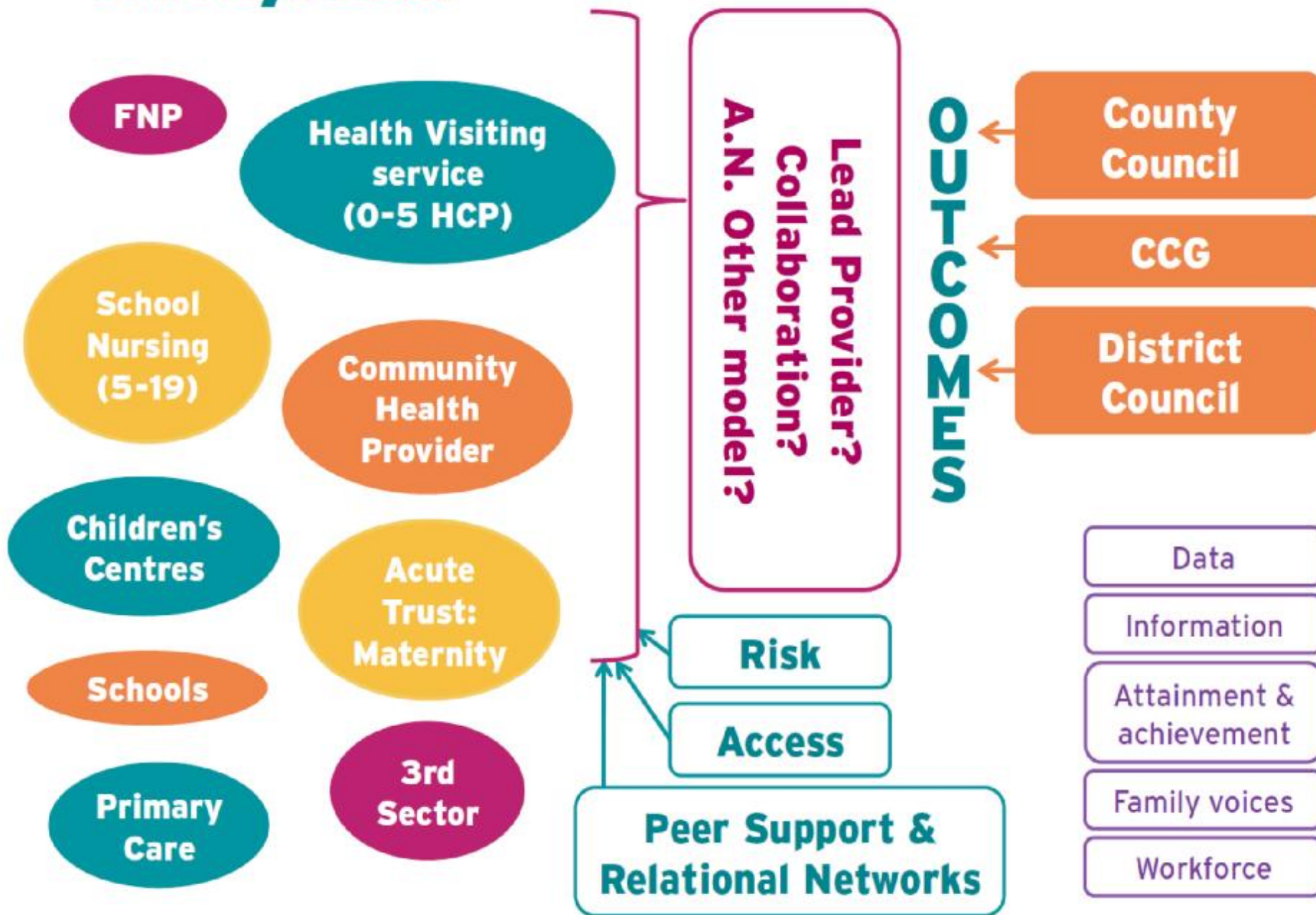
- See it as their collective responsibility to support parents and young children
- Are providing sustainable support through individuals, community groups, businesses and voluntary organisations
- Are seen, understood and valued by practitioners as being 'part of the solution'



Practitioners...

- Focus first on families and their strengths
- Work closely with families to understand what they need, and build trusting relationships
- Have a shared vision and understanding of outcomes and success
- Are skilled, knowledgeable and are co-creating and co-delivering approaches that work

The system?



The four big ideas

Transforming Children's Centres

- becoming less about buildings and more about people
- responding to evidenced need and targeted
- owned and driven by families and communities, with support from professionals

Transforming the workforce

- building a strengths based approach
- building relational capability
- establishing a common core of understanding
- working towards a shared vision

Alternative approaches to commissioning for outcomes

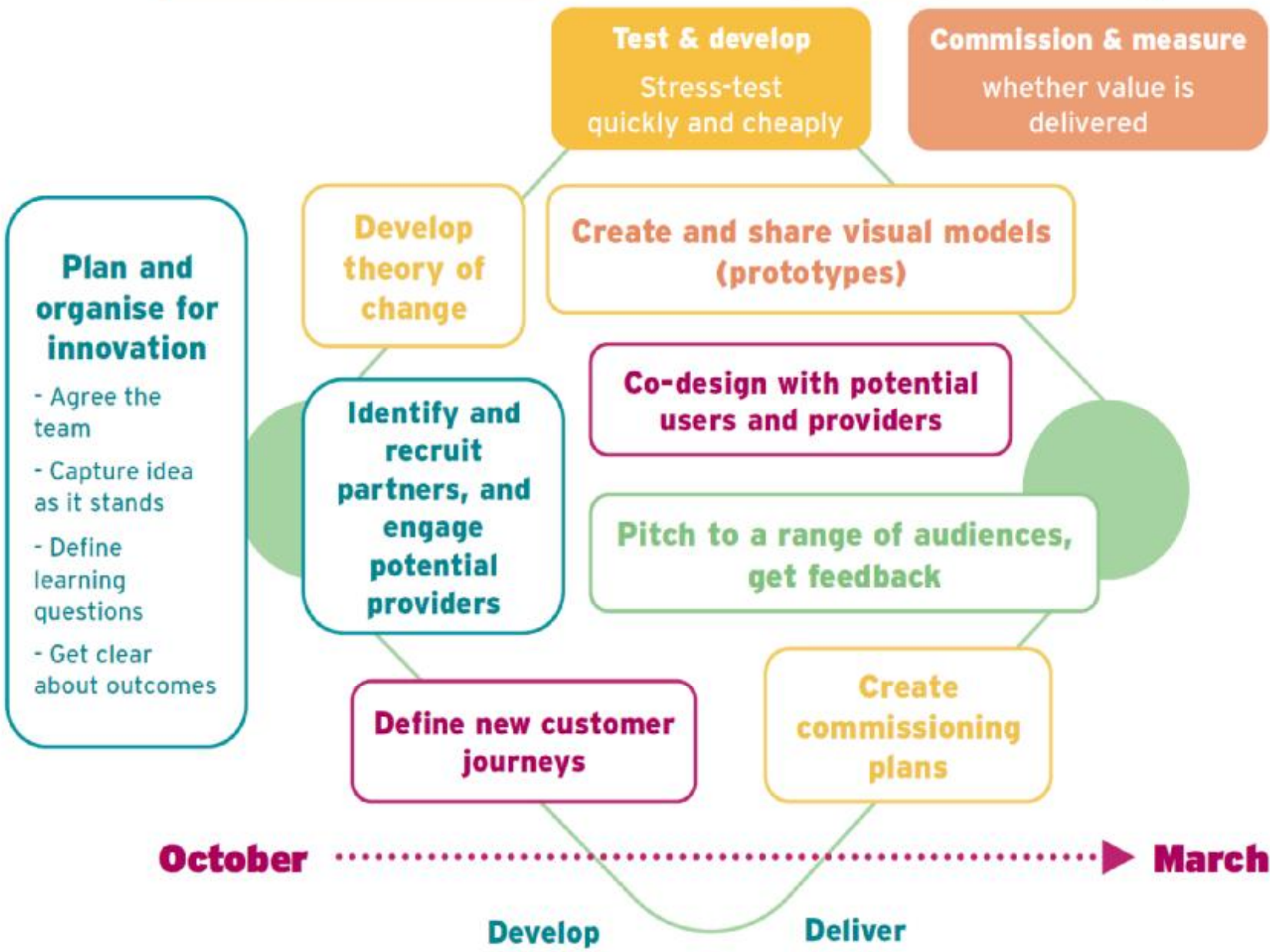
- based on a deep understanding of families' needs, current performance and evidence of what works
- building community capacity
- working with new providers (including communities)

Peer support and unleashing community capacity

- working to parents' strengths and building their knowledge and resilience
- working to
- co-creating and co-delivering approaches that work

Learn, assess, refine, adapt

honesty and reflection, being open to failure, sharing and applying what we learn



What will we do and how will we work?

We mustn't be tempted to take the ideas into a dark room and work out plans to deliver them - to get sucked into the current way of thinking, working and doing.

We need to maintain a learning mindset and approach. Diamond 2 is about developing, adapting and refining the ideas in preparation for commissioning. We will measure our success in this phase by what we learn, not by what we 'do'.

Learning happens by;

- setting out the idea clearly
- testing assumptions about the idea (how and why it will achieve the outcomes we are expecting)
- identifying what we don't yet know
- deliberately setting out to find the answers (taking the idea out to and co-designing with potential users, providers, partners, experts)
- applying new knowledge and insights

A core team of 'innovation sponsors' will:

- ensure quality and levels of ambition
- advocate and make connections
- provide coaching support to 'innovation leads' attached to each of the four 'big ideas'

ThePublicOffice team will provide support by:

- facilitating and enabling the leads in each area to get the right stuff done
- offering coaching, guidance, tools and guidance on the overall process

Things that need to happen next

- 1. Actively engage and secure commitment from all innovation leads and sponsors**
- 2. Clarify the current 'state of play' with each idea - what progress has been made since Deliberation Day?**
- 3. Create an up to date/stake in the ground articulation of each idea that focuses on key features and intended outcomes (as per 'our system must' poster) and becomes a tool for communication and engagement**
- 4. Bring all innovation leads and sponsors together ASAP for a 2-3 hour intensive learning and planning session**

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Report to Overview and Scrutiny Committee

Date of meeting: 12 January 2015



Portfolio: Leader (Councillor C. Whitbread)

Subject: Cabinet Key Objectives 2014/15 – Quarter 2 Progress

Responsible Officer: B. Copson (01992 564042)

Democratic Services Officer: A. Hendry (01992 564246)

Recommendations/Decisions Required:

That the Committee review progress in relation to the achievement of the key objectives for 2014/15, for the second quarter of the year.

Executive Summary:

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

Reasons for Proposed Decision:

4. It is important that relevant performance management processes are in place to review progress against the key objectives, to ensure their continued achievability and relevance, and to identify proposals for appropriate corrective action in areas of slippage or under-performance. This report presents six month (1 April to 30 September 2014) progress against the key objectives for 2014/15.

Other Options for Action:

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

Report:

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

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

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

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

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

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

11. At the end of the second quarter of the year,
 - (a) 44 (81.5%) of the individual deliverables or actions supporting the key objectives had either been completed or achieved, or are anticipated to be completed/achieved in accordance with in-year targets.
 - (b) 4 (7.5%) may not be completed or achieved by year-end, and
 - (c) 6 (11%) are currently on-hold as a result of external factors.

12. The Overview and Scrutiny Committee is requested to consider current progress against the key objectives for 2014/15. This report was also reviewed by Cabinet on 1 December 2014.

Resource Implications:

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

Legal and Governance Implications:

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

Safer, Cleaner, Greener Implications:

There are no implications arising from the recommendations of this report in respect of the Council's commitment to the Climate Local Agreement, the corporate Safer, Cleaner, Greener initiative, or any crime and disorder issues within the district. Relevant implications arising from actions to achieve specific key objectives for 2014/15 will have been identified by the responsible service director/chief officer.

Consultation Undertaken:

Progress against actions to achieve specific key objectives for 2014/15 as set out in this report, has been submitted by each responsible service director. Current progress in respect of each of the key objectives for 2014/15 has been reviewed by Management Board (29 October 2014) and by Cabinet on 1 December 2014.

Background Papers:

Six-month progress submissions for the key objectives for 2014/15 and relevant supporting documentation held by responsible service directors/chief officers.

Impact Assessments:

Risk Management

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

Equality:

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

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1. Proactively promote the policies and reputation of the Council internally and externally

Action	Lead Directorates	Target Date	Status	Progress
(a) - Communicate information about the waste contract	Director of Neighbourhoods	(not specified)	2. On Target	(Q1 2014/15) - The Council appointed its new Contractor, Biffa, in May 2014 who is in their mobilisation phase with handover planned first week in November. The new Contractor and the Council will be developing a communication plan to inform the public of the planned 4 day collection arrangements due to start in April 2015. (Q2 2014/15) - The Council's new Waste Management Contractor has been working closely with the Council during the mobilisation period up to the start of the contract on the 3rd November to ensure that a smooth transition is achieved. These arrangements have included joint work on communications to provide accessible and timely information about the revised 4- day collection arrangements due to start in April 2015.
(b) - Communicate information about the Local Plan	Director of Neighbourhoods	(not specified)	2. On Target	(Q1 2014/15) - The Local Development Scheme published in July 2013 is due to be updated and published in July 2014. (Q2 2014/15) - The updated Local Development Scheme was agreed by Cabinet at their meeting in July 2014 and has been published on the Council's Website.
(c) - Communicate information regarding welfare reforms	Director of Resources	(not specified)	2. On Target	(Q2 2014/15) - There have been no significant announcements to publicise in the first half of 2014/15.

2. Engage with communities to put them at the centre of the Council's policy development and service design

Action	Lead Directorates	Target Date	Status	Progress
(a) - Development programme for areas with identified health inequalities	Director of Communities	31-Mar-15	2. On Target	(Q1 2014/15) Community Services have undertaken a wide range of work to address community engagement in Super Output Areas during the first quarter. This has included consultation with user groups of all ages and abilities and delivery of a significant number of community wellbeing initiatives in the Limes Farm (Chigwell), Waltham Abbey, Shelley, and Oakwood Hill and Willingale Road (Loughton) areas. (Q2 2014/15) The work referred to under Q1 above is continuing

(b) - (i) Undertaking a consultation exercise on gypsy & traveller site licences	Director of Communities	31-Jul-14	1. Achieved	(Q1 2014/15) The Housing Portfolio Holder agreed draft site licence conditions in June 2014 (based on the previously-agreed conditions for permanent residential sites) for consultation. The consultation exercise is in progress and a report will be considered by the Cabinet in September 2014 on the proposed final version of the Conditions, following which new site licences will be issued. (Q2 2014/15) The Cabinet agreed the proposed new site licence conditions at its meeting in September 2014, and the Private Sector Housing Team are currently in the process of issuing the licences.
(b) - (ii) Introduction of gypsy & traveller site licences and licence conditions	Director of Communities	31-May-15	2. On Target	(Q1 & Q2 2014/15) See 2(b) (i) above.
(c) - (i) Undertaking a consultation exercise on proposed car park tariffs	Director of Neighbourhoods	31-Oct-14	2. On Target	(Q1 2014/15) The off-street parking survey has commenced and is due to finish at the end of July 2014. The survey has been targeted to obtain the views of shoppers, local businesses, residents and commuters. Results to be available to inform a Cabinet decision around tariffs planned for October 2014. (Q2 2014/15) The off-street car parking survey to seek the views of residents, businesses and commuters, has been completed and the results evaluated. The survey responses will inform the development of the new off-street parking policy and any resulting revised tariff proposals.
(c) - (ii) Adoption of off-street car parking strategy and parking tariffs by 31 March 2015	Director of Neighbourhoods	31-Mar-15	2. On Target	(Q1 2014/15) Consultation work on tariff review commenced. (Q2 2014/15) As above the survey has concluded. The generation of income from off-street car parking will be a key consideration as part of the 2015/16 budget proposals. It is time-tabled to consider the off-street parking policy and any revised tariff arrangements in December 2015.

3. Deliver a robust and resilient Local Plan that facilitates appropriate growth, whilst protecting the special character of the district

Action	Lead Directorates	Target Date	Status	Progress
(a) (i) - Publication of Local Plan Preferred Options Consultation	Director of Neighbourhoods	31-Oct-14	4. Behind Schedule	(Q1 2014/15) The proposed new Local Development Scheme subject to agreement in July 2014 predicts that the revised date for the preferred options consultation will take place from mid-May 2015. (Q2 2014/15) The Local Development Scheme agreed by Cabinet in July 2014, still indicates that the preferred options consultation will take place from mid-May 2015.

(a) (ii) - Publication of Local Plan	Director of Neighbourhoods	30-Sep-15		2. On Target	<p>(Q1 2014/15) Following the preferred options consultation, the new draft Local Plan should be published in the autumn of 2015.</p> <p>(Q2 2014/2015) Incorporating the findings of the preferred options consultation, the new draft Local Plan should be published in the Autumn of 2015.</p>
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4. Promote cultural change to breakdown silo working, and implement new, flexible ways of working

Action	Lead Directorates	Target Date	Status	Progress	
(a) - Develop overarching Organisational Development Plan	Chief Executive	31-Dec-14		2. On Target	<p>(Q1 2014/15) Completion of Organisational Development Plan dependent on achievement of related actions. Completion scheduled for end of third quarter.</p> <p>(Q2 2014/15) Management Board away day considered different types of organisational structure to help inform the organisational development structure. The session scheduled to progress this to the next stage was substituted by a joint session with the cabinet to set strategic priorities.</p>
(b) - (i) Agreement of Phase 2 organisational structure	All directors	30-Sep-14		5. Pending	<p>(Q1 2014/15) Phase II reviews in progress and being conducted by each Assistant Director, although unlikely to have all been agreed by the end of September 2014. Restructure of ICT and Forward Planning completed, but outcome of the Debt Working Party awaited to inform resource requirements for review of Legal Services.</p> <p>(Q2 2014/15) Governance Directorate: Economic Development and Asset Management Phase 2 agreed at Council. Legal, Governance and Performance Management and Development Management ready for Management Board consideration and Internal Audit/Corporate Fraud – out for consultation with affected service areas.</p> <p>Phase II reviews still progressing with savings generated in some areas. Debt working party draft report ready.</p>
(b) - (ii) Implementation of Phase 2 organisational structure	All directors	31-Mar-15		5. Pending	<p>(Q1 & Q2 2014/15) See 4(b) (i) above.</p> <p>(Q2 2014/15) Governance Directorate: see above - coordination of reports to Members required as necessary.</p>

(c) - (i) Development of action plan to embed values & behaviours	Chief Executive	31-Mar-14	3. Under Control	(Q1 2014/15) Draft designs for poster campaigns considered by Leadership Team. Roll-out anticipated in September 2014. (Q2 2014/15) Poster campaign now expected for November.
(c) - (ii) Assessment of performance against values & behaviours	Director of Resources	31-Dec-14	2. On Target	(Q2 2014/15) The analysis of the initial trial was presented to Management Board on 20 August and a session is planned with Leadership team for 5 November to take forward the rollout later in the year.
(d) - (i) Adoption of customer centric approach to service delivery	Chief Executive	30-Sep-14	4. Behind Schedule	(Q1 & Q2 2014/15) Potential service areas for pilot study considered by Leadership Team. Possible external partners for the development of a service review methodology to be investigated.
(d) - (ii) Generation of increased revenue by traded services	Chief Executive	31-Mar-15	2. On Target	(Q1 & Q2 2014/15) Parking review underway and report anticipated in October 2014. Presentation by East of England Local Government Association on commercialisation of local authority services to be made to Leadership Team in September 2014. Proposals for the commercialisation of the Council's MOT and vehicle servicing facilities via a controlled company able to generate profit, being investigated. Trade waste service to be provided as part of new Waste Management Contract.
(e) - Review of outsourced Out Of Hours Call Handling Service	Director of Communities	31-May15	1. Achieved	(Q1 2014/15) The new call handling service operated by Mears was successfully introduced in April 2014. Some teething problems have been identified which are being resolved and a formal review of the new arrangements will be undertaken later in the year. (Q2 2014/15) As Q1 above.
(f) - (i) Investigation of options for flexible working	Chief Executive	30-Sep-14	2. On Target	(Q1 & Q2 2014/15) ICT capability has been identified to enable flexible working opportunities and a bid for capital funding is to be made as part of budget process for 2015/16. The trialling of a number of options has taken place and appropriate service areas to pilot flexible working approaches are to be identified.
(f) - (ii) Adoption of flexible working strategies	Chief Executive	31-Mar-15	2. On Target	(Q1 & Q2 2014/15) See 4(f) (i) above.
(g) - Implementation of	Director of Resources	31-Jul-14	1. Achieved	(Q2 2014/15) - All major issues have been dealt with and there are only a few duplicate references still to be resolved.

National Land & Property Gazetteer				
(h) - (i) Review of Allocation Scheme and Tenancy Policy	Director of Communities	30-Dec-14	2. On Target	<p>(Q1 2014/15) Officers have identified a number of proposed changes to both the Housing Allocations Scheme and Tenancy Policy, following the introduction of the new Schemes in September 2013. Following informal discussion with Cabinet Members, the Housing Portfolio Holder will make a Portfolio Holder Decision on proposed changes in principle, which will be considered in detail by the Housing Scrutiny Panel in Oct. 2014.</p> <p>(Q2 2014/5) The Housing Portfolio Holder made a formal Portfolio Holder Decision in October 2014 on proposed changes that he would like the Housing Scrutiny Panel to consider. Officers have produced a report based on these principles, along with a number of more minor issues, for consideration at the Housing Scrutiny Panel meeting on 21st October 2014.</p>
(h) - (ii) Implementation of any changes required to Tenancy Policy	Director of Communities	31-Mar-15	2. On Target	<p>(Q1 2014/15) Following consideration of the proposed changes to the Housing Allocations Scheme and the Tenancy Policy by the Housing Scrutiny Panel in October 2014, and the subsequent required statutory consultation process, Cabinet will be asked to agree the proposed changes in January 2015, for implementation from 1st April 2015.</p> <p>(Q2 2014/15) As Q1 above.</p>
(i) Implementation of Child and Adult Safeguarding Policy	Director of Communities	31-Mar-15	2. On Target	<p>(Q1 2014/15) Following the appointment to the new posts of Safeguarding Officer and Safeguarding Administration Assistant, good progress is being made with delivering the identified actions within the action plan, produced following the safeguarding audit in 2013, in accordance with the Council's Child and Adult Safeguarding Policy. A full training programme commenced in April 2014 which has been provided to 80 staff and 25 Members. Work has commenced on a full review of the Council's Safeguarding Policy.</p> <p>(Q2 2014/15) Work on the review of the Council's Safeguarding Policy, and the implementation of the training programme, continues.</p>
(j) - Determination of the Council's Housing Strategy for 2013-2016	Director of Communities	31-Dec-14	4. Behind Schedule	<p>(Q1 2014/15) The Housing Portfolio Holder has previously agreed that the new Housing Strategy should be deferred until the production of the Preferred Options for the Local Plan, due to the inter-relationship between the two documents and the significant influence that the Local Plan will have on the Housing Strategy. Due to the extension of the timescale for production of the Preferred Options for the Local Plan being extended, the production of the new Housing Strategy has been similarly delayed.</p> <p>(Q2 2014/15) As Q1</p>
(k) - Development of Council's	Director of Governance	30-Sep-14	3. Under Control	<p>(Q1 2014/15) Progress in formulating a draft Economic Development Strategy has continued alongside work on economic development activities. The Waltham Abbey Town Centre Economic Development Plan has been</p>

Economic Development Strategy					presented to the Asset Management & Economic Development Cabinet Committee and further geographic and thematic plans are being formulated. However the target timescale for the development of the Council's Economic Development is unrealistic in light of current staffing resources available. (Q2 2014/15) New staffing structure agreed at Council on 30/9/14. Work on new JDs/person specs underway for job evaluation and advertisement via HR. The target date for this indicator has been revised to 31 March 2015.
(l) - Development of Council's Waste Strategy	Director of Neighbourhoods	31-Mar-15		3. Under Control	(Q1 2014/15) - The Council's new Waste Strategy will be influenced by the work that is currently underway with respect to the review of the Inter Authority Agreement at a County level. This may lead to some slippage. (Q2 2014/15) The work around the review of the Inter Authority Agreement at a County level is ongoing and will not conclude until early in the new year. It is hoped to report a more definite timescale at Q3.
(m) - Development of Council's Leisure, Culture and Community Strategy	Director of Communities Director of Neighbourhoods	31-Jul-14		3. Under Control	(Q1 2014/15) - Draft Strategy due to be considered by Portfolio Holder Advisory Group in September 2014, with final adoption by Cabinet in November 2014. (Q2 2014/15) - The new Leisure and Cultural Strategy for the District, to include the proposed procurement process for the next Leisure Management Contract was considered by the Cabinet on the 3 November, and will be considered by Council on 16 December.
(n) - Development of Council's Operational Property Strategy	Chief Executive	30-Sep-14		3. Under Control	(Q2 2014/15) Recent improvements in the Council's wireless capability will facilitate the development of the Operational Property Strategy. A review of potential partners to carry out a workspace review is to be undertaken.

5. Deliver key priorities within budget

Action	Lead Directorates	Target Date	Status	Progress	
(a) (i) - Achievement of target for all KPIs	All directors	31-Mar-15		3. Under Control	(Q1 2014/15) At the end of the first quarter of the year, 61% of the key performance indicators for 2014/15 had achieved target performance. (Q2 2014/15) At the end of the second quarter of the year, 69% of the key performance indicators for 2014/15 had achieved target performance.
(a) (ii) -	All directors	31-Mar-15		2. On	(Q1 2014/15) At the end of the first quarter of the year, 68% of the individual deliverables or actions

Achievement of specified deliverables for key objectives			Target	supporting the key objectives for 2014/15 had either already been achieved or were anticipated to be completed in accordance with in-year targets. (Q2 2014/15) At the end of the second quarter of the year, 81% of the individual deliverables or actions supporting the key objectives for 2014/15 had either already been achieved or were anticipated to be completed in accordance with in-year targets.
(b) - Consumption of resources within budget	Director of Resources	31-Mar-15	2. On Target	(Q2 2014/15) The financial monitoring reports for the end of Q2 are still being prepared. However, early indications suggest that overall expenditure will be contained within the budget.
(c) - Setting low District Council Tax & maintaining services	Director of Resources	31-Mar-15	2. On Target	(Q2 2014/15) The Medium-Term Financial Strategy has been updated and Members have confirmed they will continue with their policy of freezing the Council Tax.
(d) - (i) Review of sample processes	Chief Executive	30-Sep-14	3. Under Control	(Q2 2014/15) Several processes have been reviewed as part of the work of the Corporate Debt Working party. The reviews have been cross-cutting but have dealt with processes primarily in Communities, Governance and Resources. Now rescheduled after the Phase II restructuring is substantially complete.
(d) - (ii) Realignment of key performance indicator set	Chief Executive	30-Sep-14	3. Under Control	(Q1 2014/15) Realignment of indicator set to be considered in the second quarter of the year. (Q2 2014/15) Indicator set to be reconsidered in light of the cabinet's review of strategic priorities.

6. Prepare for changes arising from the transfer of public health responsibilities

Action	Lead Directorates	Target Date	Status	Progress
(a) - Provision of services to meet health and wellbeing needs	Director of Neighbourhoods	31-Jul-14	4. Behind Schedule	(Q1 2014/15) Draft Health and Wellbeing Strategy prepared and due to be finally considered by West Essex Health and Wellbeing Committee in October 2014, with adoption by the respective partner authorities in November 2014. (Q2 2014/15) The draft Strategy is still in development pending the finalisation of the Clinical Commissioning Group's new five year plan, and will not be ready for adoption until February 2015.

7. Maximise the potential of the Council's key development sites

Action	Lead Directorates	Target Date	Status	Progress
(a) - (i) Completion of a development agreement with the owner of the T11 site	Director of Governance	31-Mar-15	3. Under Control	<p>(Q1 2014/15) Negotiations between the Council and Polofind Ltd, and respective specialist legal and tax advisers in respect of the Langston Road (Epping Forest Shopping Park) site have led to a proposal for the optimum way of owning and managing the new shopping park. This will be reported to the Cabinet in October 2014. Marketing of the site to secure anchor tenants of quality is underway. Confidential oral updates of such commercially sensitive information will be given when available.</p> <p>(Q2 2014/15) The documentation continues to be negotiated between the parties whilst considering further options emerging as a result of those negotiations. The report in private session has therefore been rescheduled to the November Cabinet.</p>
(a) - (ii) Facilitation of a detailed planning application for the T11 site	Director of Governance	(not specified)	3. Under Control	<p>(Q1 2014/15) See 7(a) (i) above.</p> <p>(Q2 2014/15) The progress of a planning application is dependent upon the decisions of the November Cabinet.</p>
(a) - (iii) Commencement of development at the T11 site	Director of Governance	31-Mar-16	3. Under Control	<p>(Q1 2014/15) See 7(a) (i) above.</p> <p>(Q2 2014/15) The timetable for vacant possession and development of the site will be agreed between the parties via the Cabinet process.</p>
(b) - Preparation of development brief for North Weald Airfield	Director of Neighbourhoods	31-Mar-15	2. On Target	<p>(Q1 2014/15) The North Weald Bassett master-planning exercise is due for completion and consideration by Members, for incorporation into the Local Plan evidence base, in October 2014.</p> <p>(Q2 2014/15) The North Weald Bassett Masterplan was formally accepted into the Local Plan evidence base in October 2014.</p>
(c) - Development of plans for the disposal of all or part of the St. Johns Road site	Director of Governance	(not specified)	3. Under Control	<p>(Q1 2014/15) Heads of Terms for mixed use development have been agreed by the Council, not objected to by Epping Town Council and are being considered by Essex County Council. Relocation of the Housing Depot is a pre-requisite to the development. Potential sites are subject to the outcome of Member decisions on related sites.</p> <p>(Q2 2014/15) The relocation of the Housing depot is being actively considered following Members' agreement to downsize and relocate the Fleet Operation service to Oakwood Hill.</p>
(d) - Disposal of the Nursery Service	Director of Governance	30-Sep-15	5. Pending	<p>(Q1 2014/15) Work has continued with a view to the submission of a planning application in October 2014.</p>

from the Pyrls Lane site					(Q2 2014/15) Liaison with Highways at Essex CC and our own internal housing services continue to address the density and access issues raised by the sub committee. The aim is to resubmit the application having resolved those issues. This is likely to be November/December now – but is not on the critical path for the Langston Rd project.
(e) - Development of depot provision at Oakwood Hill	Director of Governance	(not specified)		(none)	This is the high-level action for key Strategic Sites action (a). See progress against the specific next level actions(e) (i), (e) (ii) and (e) (iii)
(e) - (i) Detailed planning application for depot provision	Director of Governance	30-Jun-14		5. Pending	(Q1 2014/15) The planning application has been referred to the District Development Control Committee and an outcome is awaited (NB. Application agreed at 13 August 2014 meeting). A Member decision in relation to the Fleet Operations relocation/future requirements will be taken into consideration in the design and development of the site. (Q2 2014/15) Planning consent was granted at the DDCC and the Members decided on 6/10/14 to relocate Fleet Operations to Oakwood Hill albeit on a smaller scale. This will inform the design and build contract.
(e) - (ii) Detailed design & development of the Oakwood Hill	Director of Governance	30-Oct-14		5. Pending	(Q1 2014/15) See 7(e) (i) above. (Q2 2014/15) See 7(e) (i) above.
(e) - (iii) Commencement of Oakwood Hill development	Director of Governance	31-Mar-15		5. Pending	(Q1 2014/15) See 7(e) (i) above. (Q2 2014/15) To relocate services from Langston Road it will be necessary to progress the construction and we remain on target for this.
(f) - (i) Start on site Phase 1 house building programme	Director of Communities	31-Aug-14		2. On Target	(Q1 2014/15) Tenders have been sought from five contractors from the East Thames Contractors Framework or from contractors registered on Constructionline in May 2014. These have been evaluated by the Council's Development Agent and the Council House-building Cabinet Committee will appoint the contractor in August 2014. Since it is a Design and Build Contract, the appointed Contractor will require a 3-month lead-in for design and mobilisation. Start on site will be around November 2014. (Q2 2014/15) Cabinet has appointed the contractor to undertake Phase 1 and work commenced in October 2014. The target date for this indicator has been revised to 31 October 2014.
(f) - (ii) Obtain investment partner	Director of Communities	31-Dec-14		2. On Target	(Q1 2014/15) The Council learnt in July 2014 that its bid for Affordable Housing Grant was approved by the Homes & Communities Agency (HCA) and the next stage is to achieve Development Partner Status. Once

status for HCA funding				<p>details on how to achieve Investment Partner Status is available, East Thames will prepare and submit an application on behalf of the Council.</p> <p>(Q2 2014/15) The Council is still waiting for the HCA to publish its updated guidance on applying for Investment Partner status. The Director of Communities is due to meet with the HCA's Relationship Manager on 27th October, when he will raise this issue again.</p>
(f) - (iii) Start on site at Phase 2 house building programme	Director of Communities	31-Mar-15	2. On Target	<p>(Q1 2014/15) Following detailed consideration of three feasibility studies and consultation with ward members, the Council House building Cabinet Committee has agreed to seek the development of 56 affordable rented homes at the Burton Road, Loughton as Phase 2 of the house-building Programme. Following consultation by Pellings, the architects appointed by the Council's Development Agent, some changes to proposed layouts have had to be made to incorporate planning officers' comments in relation to overlooking issues. This has resulted in a slight reduction from 56 to 52 new homes. The planning application for Phase 2 is due to be submitted by the end of August 2014. Assuming planning approval is granted, Phase 2 will commence on site around May 2015.</p> <p>(Q2 2014/15) The detailed planning application has been prepared, and will be submitted by the end of October 2014.</p>
(g) - Conversion of difficult-to-let bedsits into self-contained flats	Director of Communities	30-Apr-15	2. On Target	<p>(Q1 2014/15) In July 2014 the Housing Portfolio Holder agreed the appointment of PA Finley Ltd to undertake the design and build contract for the conversion of 20 bedsits at Marden Close and the ground floor of Faversham Hall into 12 self-contained 1-bed flats. The contract is currently being drawn up and a date of possession is estimated to be around the beginning of September 2014 after the detailed design has been completed by the Contractor. Completion is estimated to be 12-months later around September 2015.</p> <p>(Q2 2014/15) Works commenced on site in September 2014 as planned.</p>
(h) - Extension and refurbishment of Epping Forest District Museum	Director of Communities	30-Apr-15	2. On Target	<p>(Q1 2014/15) Following a long period of time to agree the terms of the lease for the first floor over the library with Essex County Council, the lease was signed in April 2014. This enabled the opening up works to commence and in turn allow the architects and engineers to commence with the detailed design in consultation with the Listed Building Officer at ECC. In the meantime, the Pre-qualification Questionnaire has been issued to a long list of contractors with a view to agreeing a short list for inclusion on a tender list. Tenders are due to be issued and returned by October 2014 with works due to start on site around December 2014 and completing around June 2015. This will be followed by a short period of around 12-weeks for fitting out the Museum before reopening in September 2015.</p> <p>(Q2 2014/15) The PQQ process has been completed and the short-list of contractors agreed. Tenders are due to be issued by the end of October 2014 and to be reported to the Cabinet in December 2014.</p>
(i) - Undertake Environmental	Director of Communities	31-Mar-15	2. On Target	<p>(Q1 2014/15) The Cabinet has allocated £200,000 towards the Environmental Improvement Scheme, which has been match-funded by £200,000 from Essex County Council for footpath and highway works. An</p>

Estate Improvement Scheme at Oakwood Hill				<p>Oakwood Hill Environmental Task Force has been formed, chaired by the Housing Portfolio Holder and comprising local residents, which first met in July 2014 and suggested improvements for further consideration including footpath improvements, the creation of a public space, off-street parking, landscaping, CCTV, and cleaned/replaced fascias and soffits. The Council's total budget allocation of £200k for the improvements is spread equally between 2014/15 and 2015/16.</p> <p>(Q2 2014/15) The Task Force has now met on two occasions, which have proved very useful, and discussed potential works to be included within the Improvement Scheme.</p>
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8. Prepare and plan for the effects of welfare reforms in an effective and co-ordinated way

Action	Lead Directorates	Target Date	Status	Progress
(a) - Implementation of updated scheme of local support for Council Tax	Director of Resources	31-Dec-14	2. On Target	(Q2 2014/15) The annual consultation has now concluded and the responses are being evaluated. A proposal for the 2015/16 scheme will be going to Cabinet in December.
(b) - Retention of adequate resources to ensure the threat of fraud is effectively managed	Director of Resources	31-Dec-14	2. On Target	(Q2 2014/15) The Chief Internal Auditor and the Assistant Director of Resources (Benefits) are working on reports for future consideration by the Cabinet, which will set out the amended structures and resources required for both a Corporate Fraud Unit and the Benefits Service.
(c) - Retention of adequate resources to ensure the benefit function is effectively operated	Director of Resources	31-Dec-14	2. On Target	(Q2 2014/15) It remains unclear when Universal Credit will be implemented in the district and the role that this Council will have. At this point staff retention has not become a significant issue.

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Overview and Scrutiny Work Programme – December 2014

Overview and Scrutiny Committee			
Item	Report Deadline / Priority	Progress / Comments	Programme of Future Meetings
(1) OS Annual Review/ Annual Report	July 2014	Final report went to the July 2014 meeting.	01 July 2014; 16 Sept. ; 14 October ; 10 Nov ; 12 January 2015; 10 February; 23 March; and 27 April.
(2) To meet with Essex County Council in respect of Children Services and on annual basis, with the attendance of the Director of Children's Commissioning.	10 November 2014	Recommendation taken from the Children Services Task and Finish Panel. Chris Martin attend the meeting.	
(3) Six monthly review - (a) Monitoring of OS recommendations (b) OS work programme	10 November 2014	Last completed in November 2014	
(4) To review the strategic direction of Epping Forest College, its vision for the future and its relationship with the Community	01 July 2014	The new Principal of Epping Forest College addressed the July 2014 meeting. In September 2014, the Committee agreed that the Principal should be asked to address them on an annual basis.	

(5) To receive a presentation from Youth Council members	January 2015	Members of the Youth Council to attend with an update on their programme of work.	
(6) Key Objectives 2014/15	Outturn report to July 2015 meeting	Outturn report for 2014/15. Quarterly progress reports in respect of the annual Key Objectives are made to the Cabinet and the Overview and Scrutiny Committee.	
(7) Key Objectives 2014/15	Progress reports to be considered on a quarterly basis.	Quarterly progress to be considered at meetings to be held in Sept. 2014 (Qtr 1), Jan 2015 (Qtr 2) and March 2015 (Qtr 3).	
(8) Mental Health Services in the District.	For February 2015	Came in February 2014 to update the Committee on the state of the Mental Health Services in the District – asked to return in 2015 and update the committee on progress made.	
(9) To establish a Task and Finish Panel on Scrutiny Panels	July 2014	Established a Task and Finish Panel to look at the future of Scrutiny Panel.	

Scrutiny Panels

Housing Scrutiny Panel (Chairman – Cllr Murray)

Item	Report Deadline / Priority	Progress/Comments	Programme of Future Meetings
(1) Performance against Housing Service Standards and Review	July 2014	COMPLETED	22 July 2014 16 October (Extra-Ordinary Meeting) 21 October 2014 20 January 2015 Moved to 9 February 2015; and 24 March 2015
(2) 12-Month Progress Report on Housing Strategy Action Plan 2013/14	October 2014	COMPLETED	
(3) Housing Key Performance Indicators (KPI) – Quarter 1	October 2014	COMPLETED	
(4) Six Month Review of the HRA Financial Plan	October 2014	COMPLETED	
(5) Six Monthly Progress Report on Housing Business Plan Action Plan	October 2014	COMPLETED	
(6) Private Sector Housing Strategy Action Plan – Annual Progress Report	October 2014	COMPLETED	

(7) Annual Review of the Housing Allocations Scheme and Tenancy Policy	October 2014	COMPLETED	
(8) Annual Diversity Report of Housing Applicants	October 2014	COMPLETED	
(9) Housing Strategy Action Plan 2015	February 2015		
(10) Housing Key Performance Indicators (KPI) – Quarter 2	February 2015		
(11) Briefing on the proposed Council rent increase for 2015/16	February 2015		
(12) Proposed housing service improvements and service enhancements – 2015/16	February 2015		
(13) Housing Key Performance Indicators (KPI) – Quarter 3	March 2015		
(14) HRA Business Plan 2015/16	March 2015		
(15) 12-monthly Progress Report on Housing Business Plan Action Plan	March 2015		

Special (Planned) Items – Including Updated Housing Service Strategies			
(16) Housing Service Strategy on the Private Rented Sector (Review and Update)	July 2014	COMPLETED	
(17) Consideration of the Government's "Pay to Stay" Policy (DCLG Guidance on Social Housing Rents)	July 2014	COMPLETED	
(18) Housing Under Occupation Officer post – 1 Year Review	July 2014	COMPLETED	
(19) EFDC Tenant Profile Report	July 2014	COMPLETED	
(20) Presentation from Family Mosaic on their Floating Support Service to vulnerable people to help prepare/sustain their tenancies	October 2014	COMPLETED	
(21) Housing Service Strategy on Rent Arrears (Review and Update)	October 2014	COMPLETED	
(22) Housing Service Strategy on Harassment (Review and Update)	February 2015		
(23) Possible operation of operating a "Sinking Fund" for new leaseholders in new or existing flat blocks where there are no existing leaseholders	February 2015		

(24) Housing Strategy 2015-2018	February 2015		
(25) Homelessness Strategy 2015-2018	February 2015		
(26) Housing Service Strategy on Anti-Social Behaviour (Review and Update)	February 2015		
(27) Housing Service Strategy on Older Peoples Housing (Review and Update)	March 2015		
(28) Housing Service Strategy on Housing and Estate Management (Review and Update)	March 2015		
(29) Housing Service Strategy on Empty Properties (Review and Update)	March 2015		
(30) Report of the Tenant Scrutiny Panel on its Service Review of Tenant Involvement	March 2015		
(31) Review of Housing Management Staffing Levels following the introduction of Universal Credit	2015/16		

Constitution and Member Services Scrutiny Panel (Chairman – Cllr Sartin)			
Item	Report Deadline / Priority	Progress / Comments	Programme of Future Meetings
(1) Review of Polling Stations	28 July 2014	COMPLETED	28 July 2014; 23 September;
(2) Review of Elections	28 July 2014	COMPLETED	18 November Changed to 27 November 2014;
(3) Joint Consultative Committee – Terms of Reference and Constitution regarding representation for non-union staff	27 November 2014	COMPLETED	13 January 2015 Moved to 16 February 2015; and 17 March
(4) Review of the Council's Constitution		Scoping report received 23 September 2014. To be completed by March 2016.	
(5) Articles of the Constitution	Starting 27 November 2014		
(6) Constitution – Minority References	16 February 2015		
(7) Constitution – Thresholds for Leases and Licences	16 February 2015		
(8) Constitution – Council Procedure Rules	Starting 27 November 2015		
(9) Constitution – Use of Chairman's Casting Vote	16 February 2015		

Safer, Cleaner, Greener Scrutiny Panel (Chairman – Cllr Lea)			
Item	Report Deadline / Priority	Progress / Comments	Programme of Future Meetings
(1) Enforcement activity	January 2015	Six monthly report to Panel	15 July 2014
(2) CCTV action plan review	January 2015	Six monthly report to Panel – last went to October '13 meeting	07 October 2014;
(3) CSP scrutiny review meetings	April 2015	Report last went to April 2014 meeting.	06 January 2015;
(4) Receive notes of Waste IAA Member meetings	As appropriate	Notes reported to Panel at first available meeting following receipt – the January '14 meeting received notes of 24 October 2013 meeting A verbal update on the new waste contract was given to the July 2014 meeting	24 February 2015; 28 April 2015
(5) Receive notes of Waste Management Partnership Board	As appropriate	Notes reported to Panel at first available meeting following receipt – October '14 meeting received notes of 15 August 2014 meeting	Crime & Disorder Scrutiny meeting – April 2015?
(6) To received updates from the Green Corporate Working Party	As Appropriate		
(7) Receive notes of Bobbingworth Nature Reserve liaison group	As appropriate	Notes reported to Panel at first available meeting following receipt – the July 14 meeting received notes of the April 2014 meeting.	
(8) Recycling in flats and multi-occ dwellings		A verbal report updating members on the latest position was given at the October 14 meeting	

Safer, Cleaner, Greener Scrutiny Panel (Chairman – Cllr Lea)			
Item	Report Deadline / Priority	Progress / Comments	Programme of Future Meetings
(9) Monitor Local Highways Panel	As Appropriate	To keep a watching brief on the effectiveness of the Local Highways Panel – October '14 meeting received minutes from the August 2014 meeting.	
(10) Review notes of SLM contract monitoring board	As Appropriate	Notes reported to Panel at first available meeting following receipt – October '14 meeting received minutes of the September 2014 meeting	
(11) Receive notes of North Essex Parking Partnership (NEPP) minutes	As Appropriate	Notes reported to Panel at first available meeting following receipt – October '14 meeting received notes from the June '14 meeting.	
(12) Highway Accident statistics	Presentation went to the July 14 meeting.	Initial report went to April 2013 meeting. A presentation from Police Casualty Reduction Manager went to the July '14 meeting.	
(13) To monitor the minutes of the Police and Crime Panel	As Appropriate		
(14) To consider PICK form submitted by Cllr. Neville on Air Pollution.	As Appropriate	The October 2014 O&S Committee asked that this Panel consider the PICK form on Air Pollution in the District.	
(15) To review the specific quarterly KPI's for 2014/15	As Appropriate	Reviewed Q1 figures at October 14 meeting	

Planning Services Scrutiny Panel (Chairman – Cllr Chambers)			
Item	Report Deadline / Priority	Progress / Comments	Programme of Future Meetings
1. To consider and Review Measures taken to Improve Performance within Development Management - KPIs 2014/15 Q1 Performance	2 September 2014 & 9 December 2014	The Panel would review 5 Key Performance Indicators. COMPLETED	8 July 2014; 2 September 2014; 9 December 2014; 26 February 2015 (Extra-Ordinary Meeting) and 14 April
2. To monitor and receive reports/updates on the delivery of the Local Plan: a. To report on the progress of the Local Plan b. To provide further updates on the Local Plan Community Infrastructure Levy	To be updated at every Panel meeting		
3. Community Infrastructure Levy	9 December 2014	COMPLETED The Panel received a report at its December meeting, they requested a further report on S106s post April 2015	
4. To monitor and receive reports/updates on the Planning Electronic Document Management System	2 September 2014 and 14 April 2015	Received report on 2 September 2014	

5. To establish whether there are any resource implications arising out of the topics under review and advise Cabinet for inclusion in the Budget Process each year. To provide reports/updates as and when required	2 September 2014	Received update on Electronic Records Document Management Systems at the 2 September 2014 meeting	
6. To consider and report on any recent meeting of the Chairman and Vice Chairman of the Area and District Committees Invitation Panel.	9 December 2014	Any recent meeting of the Chairman and Vice Chairman of the Area and District Committees Invitation Panel - COMPLETED	
7. To receive urgent or other consultations and consider what response to give on behalf of the Council.	As and when required to meet consultation deadline	a. The London Infrastructure Delivery Plan Consultation (2 Sept 2014), recommendations to OSC – 16 Oct 2014	
8. S106 Agreements Monitoring Report (Annually)	8 July 2014	COMPLETED	
9. Speaking and arrangements at Planning Sub-Committees	9 December 2014	PICK Form request from Councillor B Sandler referred from the OSC to this Panel COMPLETED	

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

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

(11) Sickness Absence	Detailed progress against achievement of sickness absence targets reviewed on a six-monthly basis.	Half yearly progress reports for 2014/15 to be considered at meetings on November 2014 and March 2015.	
(12) ICT Strategy Progress	Progress against ICT Strategy considered on an annual basis each September.	Progress report to be considered at the 9 September 2014 meeting.	
(13) Key Performance Indicators – Commercial Premises	Went to Nov.14 meeting Comprehensive report on current performance against KPI 11 (Rent) and actions to improve performance	Report made to meeting on 11 November 2014 (Minute 44 – 11 March 2014 refers)	
(14) Call response/handling performance indicator	Report on options following introduction of new telephony system.	Report made to the 9 September 2014 meeting (Minute 42 – 11 March 2014 refers) - a further sample monitoring report to be brought to a future meeting.	
(15) Use/cost of Consultants	Report on value and benefit derived from the use of consultancy services across the Council services.	Report to be made to meeting during 2014/15 (minute 40 – 11 March 2014 refers)	

Task and Finish Panels

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

Item	Report Deadline / Priority	Progress/Comments	Programme of Future Meetings
First meeting to define Terms of Reference held on 29 September 2014	Final Report by Feb 2015	Final Report to go to the February 2015 O&S Committee meeting.	29 Sept. 2014 20 October 2014 25 November 2014 20 January 2015
(1) Agree terms of reference and scope of review;	Terms of reference and scope of review agreed by Panel (29 September 2014) and Overview & Scrutiny Committee (14 October 2014);	Achieved	
(2) Consider views of chairmen and vice-chairmen of existing scrutiny panels and the Audit & Governance Committee, and service directors/lead officers, on the operation of the current framework;	By October 2014;	Chairmen and Vice-Chairmen of existing scrutiny panels and the Audit & Governance Committee invited to attend meeting on 20 October 2014. Discussions being held with service directors/lead officers for report to same meeting;	

(3) Review workloads of existing scrutiny panels;	By November 2014;	Terms of reference of existing scrutiny panels to be reviewed at 25 November 2014 meeting;	
(4) Consider report of options for future panel structure;	Options to be developed;	Options to be considered by the Panel in November 2014;	
(5) Undertake appropriate stakeholder consultation	Consultation to be held with all members and relevant stakeholders;	Consultation to be completed by January 2015;	
(6) Final proposals, including training requirements, to be considered by February 2015.	Introduction of preferred structure at the commencement of 2015/16 municipal year.	Report to Overview and Scrutiny Committee (10 February 2015) and Council (19 February 2015).	

Grant Aid Task and Finish Panel (Chairman – ?)			
Item	Report Deadline / Priority	Progress/Comments	Programme of Future Meetings
First meeting to define Terms of Reference – still to be had.	Final Report by Feb 2015	Final Report to go to the February 2015 O&S Committee meeting.	

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**Epping Forest
District Council**

THE KEY DECISION LIST

INCLUDING PROPOSED PRIVATE DECISIONS

(8 December 2014)

The Key Decision List including Proposed Private Decisions

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

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

Key Decisions

The Council's Constitution defines key decisions as:

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

Borrowing or lending decisions undertaken under delegated authority by the Director 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 Key Objectives 2014/15

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

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Cabinet Membership 2014/15

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

Contact Officer

Gary Woodhall
Democratic Services Officer

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

WORK PROGRAMME - 3 JANUARY 2015 TO 30 APRIL 2015**PORTFOLIO - LEADER**

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Corporate Plan 2015-20	To approve the Corporate Plan 2015-20.	Yes	9 March 2015 21 April 2015	Cabinet Council		Barbara Copson 01992 564042	

WORK PROGRAMME - 3 JANUARY 2015 TO 30 APRIL 2015**PORTFOLIO - PLANNING POLICY**

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Strategic Flood Risk Assessment Stage II	To accept the Study into the Evidence Base for the draft Local Plan	No	9 March 2015	Cabinet		Kassandra Polyzoides 01992 564119	Strategic Flood Risk Assessment Stage I

WORK PROGRAMME - 3 JANUARY 2015 TO 30 APRIL 2015

PORTFOLIO - FINANCE

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Budget 2015/16	The Budget setting process for 2015/16, including:	Yes				Bob Palmer 01992 564279	
	1...Financial Issues Paper		28 July 2014	Finance and Performance Management Cabinet Committee			
	2...Fees & Charges		13 November 2014	Finance and Performance Management Cabinet Committee			
	3...Draft Budget Lists		19 January 2015	Finance and Performance Management Cabinet Committee			
	4...Executive Approval		2 February 2015	Cabinet			
5...Final Approval	17 February 2015	Council					
Treasury Management Strategy	Update of the 2014/15 Strategy.	Yes	18 September 2014	Finance and Performance Management Cabinet Committee		Simon Alford 01992 564455	
			6 October 2014	Cabinet			
			4 November 2014	Council			
Local Council Tax Support Scheme	Scheme setting process for 2015/16, including:	Yes				Janet Twinn 01992 564215	
	1...Consider amendments;		21 July 2014	Cabinet			
	2...Finalise scheme; and		1 December 2014	Cabinet			
3...Approve scheme.	16 December	Council					

			2014				
Capital Programme	Annual review of the Capital Programme.	Yes	1 December 2014	Cabinet		Teresa Brown 01992 564604	
Corporate Risk Update	Quarterly update of the Corporate Risk Register	Yes	19 January 2015	Finance and Performance Management Cabinet Committee		Bob Palmer 01992 564279	
			2 February 2015	Cabinet			
Council Bailiff	Review of the internal Bailiff service	Yes	2 February 2015	Cabinet		Rob Pavey 01992 564211	None
Corporate Risk Update	Quarterly update of the Corporate Risk Register	Yes	19 March 2015	Finance and Performance Management Cabinet Committee		Bob Palmer 01992 564279	
			13 April 2015	Cabinet			

WORK PROGRAMME - 3 JANUARY 2015 TO 30 APRIL 2015

PORTFOLIO - ENVIRONMENT

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Transfer of Storm Grilles on main rivers from EA to EFDC	Council requested to act as agents for Environment Agency to monitor & clear 12 storm grilles on main rivers across the District	Yes	2 February 2015	Cabinet		Kim Durrani 01992 564055	

WORK PROGRAMME - 3 JANUARY 2015 TO 30 APRIL 2015

PORTFOLIO - HOUSING

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Annual Review of Waivers to Contract Standing Orders	To agree required waivers to Contract Standing Orders.	No	1 December 2014	Cabinet		Paul Pledger 01992 564248	
Development at Vere Road, Loughton	To agree the proposed development	Yes	3 November 2014	Cabinet		Alan Hall 01992 564004	
Off Street Parking Programme	To appoint the Council's Off-Street Parking Consultant.	Yes	7 November 2014	Housing Portfolio Holder		Paul Pledger 01992 564248	Tender Document
	To agree the future programme.		2 February 2015	Cabinet			
Housing Development Strategy	To approve an updated Strategy	Yes	2 February 2015	Cabinet		Paul Pledger 01992 564248	
Tenders for Double Glazing Installations in Blocks with Leaseholders	To agree the tenders	Yes	6 February 2015	Housing Portfolio Holder		Paul Pledger 01992 564248	Tender Report
Housing Strategy 2013-16	To approve the adoption of the new Housing Strategy	Yes	9 March 2015	Cabinet		Alan Hall 01992 564004	
			21 April 2015	Council			
Council Housebuilding Programme Review	Annual review of sequencing/phasing of potential development sites.	Yes	9 March 2015	Cabinet		Alan Hall 01992 564004	
Housing	To agree the list of	Yes	9 March 2015	Cabinet		Alan Hall	

Improvements and Service Enhancements 2015/16	improvements & enhancements for 2015/16.					01992 564004	
Tenders for Gas Servicing Contract	To agree the tenders	Yes	17 April 2015	Housing Portfolio Holder		Paul Pledger 01992 564248	
Council Housebuilding Programme Annual Report	Annual report on progress and costs.	Yes	8 June 2015	Cabinet		Alan Hall 01992 564004	

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
EF Museum Redevelopment & Extension	To agree the award of the building contract	Yes	15 December 2014	Cabinet		Julie Chandler 01992 564214	

WORK PROGRAMME - 3 JANUARY 2015 TO 30 APRIL 2015

PORTFOLIO - SAFER, GREENER AND TRANSPORT

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Parking Strategy & New Pay-and-Display Machines	Report outcome of public consultation on parking strategy and seek additional capital allocation for the introduction of any changes required, including new Pay-and-Display parking meters.	Yes	3 November 2014	Cabinet		Kim Durrani 01992 564055	
Nomination of Schemes for NEPP	To review criteria for nomination of schemes to the North Essex Parking Partnership (NEPP).	Yes	1 December 2014	Cabinet		David Oxborrow 01992 564182	
Safeguardin Self-Assessment Audit	Outcome of the Audit.	No	9 March 2015	Cabinet		Julie Chandler 01992 564214	

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
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WORK PROGRAMME - 3 JANUARY 2015 TO 30 APRIL 2015

PORTFOLIO - ASSETS & ECONOMIC DEVELOPMENT

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Marketing of an Operational Management Agreement at North Weald Airfield	To consider the Savills report to soft market the management of the Airfield for aviation purposes	Yes	6 October 2014 4 November 2014	Cabinet Council		Colleen O'Boyle 01992 564475	Savills Report (confidential)
Proposed Development of St Johns Road, Epping	Potential purchase of ECC land interest in St Johns Road site	Yes	6 October 2014 4 November 2014	Cabinet Council	Yes, paragraph (3)	Colleen O'Boyle 01992 564475	Design & Development Brief
Oakwood Hill Depot	To consider the development of a new Depot for Grounds Maintenance & other services.	Yes	2 February 2015	Cabinet		Chris Pasterfield 01992 564124	
Epping Forest Shopping Park	To accept a capital sum in return for the Council to release the purchasers of the T11 site from a clawback provision relating to the development use. To enter into an agreement with Polofind Limited for development of the Shopping Park.	Yes	2 December 2013 2 February 2015	Cabinet Cabinet	YES, paragraph (3)	Chris Pasterfield 01992 564124	Report by Colliers International
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	

WORK PROGRAMME - 3 JANUARY 2015 TO 30 APRIL 2015

**PORTFOLIO - GOVERNANCE & DEVELOPMENT
MANAGEMENT**

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
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