



Overview and Scrutiny Committee Monday, 23rd March, 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, 23rd March, 2015
at 7.30 pm .**

**Glen Chipp
Chief Executive**

**Democratic Services
Officer:**

Stephen Tautz, Senior 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 THERE WILL BE A SHORT PRE-MEETING FOR ALL MEMBERS OF THE COMMITTEE STARTING AT 7pm IN COMMITTEE ROOM 1 SO THAT THEY CAN DISCUSS THEIR LINE OF QUESTIONING FOR THE PRESENTATION.

PLEASE NOTE THAT THE MAIN COMMITTEE 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 5 - 14)

Decisions required:

To confirm the minutes of the meetings of the Committee held on 10 February 2015.

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 THE CHILD AND ADOLESCENT MENTAL HEALTH SERVICES

To receive a presentation from the County's representative from the Child and Adolescent Mental Health Services (CAMHs).

7. CABINET KEY OBJECTIVES 2014/15 - QUARTER 3 PROGRESS (Pages 15 - 38)

(Director of Governance) To consider the attached report.

8. REVIEW OF OPERATION OF PLANNING COMMITTEES AND TERMS OF REFERENCE (Pages 39 - 46)

(Director of Governance) To consider the attached report.

9. AMENDMENTS TO THE COUNCIL'S COMPLAINTS SCHEME (Pages 47 - 50)

(Director of Governance) to consider the attached report.

10. TERMS OF REFERENCE FOR THE GRANT AID REVIEW TASK AND FINISH PANEL (Pages 51 - 54)

To consider, comment on and agree the attached Terms of Reference for the newly appointed Grant Aid Review Task and Finish Panel. Also attached is their work programme for information.

11. WORK PROGRAMME MONITORING (Pages 55 - 72)

(a) To consider the updated work programme

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

(b) Reserve Programme

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

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

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

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

12. REVIEW OF CABINET FORWARD PLAN (Pages 73 - 88)

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

13. EXCLUSION OF PUBLIC AND PRESS

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

Agenda Item No	Subject	Exempt Information Paragraph Number
Nil	Nil	Nil

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

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

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

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

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

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

EPHING FOREST DISTRICT COUNCIL OVERVIEW AND SCRUTINY MINUTES

Committee: Overview and Scrutiny Committee **Date:** Tuesday, 10 February 2015

Place: Council Chamber, Civic Offices, High Street, Epping **Time:** 7.30 - 8.36 pm

Members Present: Councillors R Morgan (Chairman) D Dorrell, L Girling, P Keska, Mrs J Lea, A Mitchell MBE, S Murray, Mrs C P Pond, B Rolfe, Mrs M Sartin, Ms G Shiell, B Surtees and D Wixley

Other Councillors: Councillors R Bassett, Mrs A Grigg, Ms H Kane, A Lion, J Philip, D Stallan, Ms S Stavrou, G Waller and C Whitbread

Apologies: Councillors K Angold-Stephens, G Chambers, T Church and A Watts

Officers Present: D Macnab (Deputy Chief Executive and Director of Neighbourhoods), S G Hill (Assistant Director (Governance & Performance Management)), S Tautz (Democratic Services Manager), B Copson (Performance Improvement Officer), I White (Forward Planning Manager), G. Nicholas (National Management Trainee), T Carne (Public Relations and Marketing Officer), A Hendry (Democratic Services Officer) and M Jenkins (Democratic Services Assistant)

51. 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.

52. SUBSTITUTE MEMBERS

It was noted that Councillor Caroline Pond was substituting for Councillor K Angold-Stephens.

53. MINUTES

RESOLVED:

That the minutes of the meeting held on 12 January 2015 be signed by the Chairman as a correct record.

54. DECLARATIONS OF INTEREST

Councillors M Sartin, and S Stavrou declared a non pecuniary interest in agenda item 8 – Lea Valley Regional Park Authority Park Development Consultation, by virtue of being council appointed members of the LVRPA. They advised that they would remain in the meeting for the duration of the item.

Councillors R Bassett declared a non pecuniary interest in agenda item 8 – Lea Valley Regional Park Authority Park Development Consultation, by virtue of being the Chairman of the Lea Valley Food Task Force. He advised that he would remain in the meeting for the duration of the item.

55. CORPORATE PLAN 2015/16 - 2020/21

The Senior Performance Improvement Officer, Ms Copson, introduced the draft Corporate Plan for 2015 to 2020. The Committee noted that the current Corporate Plan ends on 31 March 2015 and this new Corporate Plan had been developed to take the authority forward over the next five years.

The Council's main areas of focus for the five year lifetime of the new Plan had been captured in a new set of corporate aims. In addition a new set of Key Objectives had been developed to support the aims.

Three strategic aims had been identified and these would have objectives to support them. The aims were:

- (1) to ensure that the Council had appropriate resources, on an ongoing basis to fund its statutory duties and appropriate discretionary services whilst continuing to keep the Council Tax low.
- (2) To ensure that the Council had a sound and approved Local Plan and commences its delivery.
- (3) To ensure that the Council adopts a modern approach to the delivery of its services and that they are efficient, effective and fit for purpose.

The aims and objectives would be supported by an action plan that would be updated yearly. This would be published on the Council's website. The Action Plan would be closely monitored and performance would be reported quarterly to the Cabinet and Overview and Scrutiny Committee.

The new Corporate Plan was a forward looking document, shorter than the existing plan, was written in plain English and would be more easily understandable to members of the public.

The new Corporate Plan would be considered by the Cabinet in March 2015 before submission to Council for formal adoption in April 2015.

Councillor Stallan welcomed the plan but had concerns about the target dates on the action plan; they may not be achievable and he would like to see a caveat that they could be subject to change. Mr Macnab said that the covering report did say that the dates were subject to change and updating.

Councillor Wixley asked if this would only be available via the website; what about the people that did not have access to the internet, for example could it be put in the Forester. Mr Macnab noted that the primary source would be electronic but we could supply some hardcopies to libraries and Town Councils etc.

Councillor Philip added that it had been agreed that the Forester had finished. Mr Carne said that as well this document being on our website they would also issue a press release to draw attention to it.

RESOLVED:

That the Committee noted and agreed the proposed new Corporate Plan for 2015 to 2020 and the Key Action Plan for 2015-16.

56. OVERVIEW AND SCRUTINY PANEL FRAMEWORK REVIEW - RECOMMENDATIONS OF TASK & FINISH PANEL

In the absence of the Chairman of the Task and Finish Panel the Vice Chairman of the Overview and Scrutiny Panel Review Task and Finish Panel, Councillor Sartin introduced their final report and recommendations.

The Committee noted that they had been established in July 2014 to review the Council's existing Scrutiny Panel framework. They had met on four occasions since then and had held a workshop to explore their alternatives.

With the revision of the Council management structure in December 2013, reducing the service directorates down to four, the Panel considered the creation of a four panel structure to align with the new directorates. This proposal arose in part, due to the existing arrangements, where not all service areas were subject to scrutiny by any particular Panel.

Part of the Panel's research involved having a scrutiny workshop held on Saturday 22 November. All members were invited. They covered Panel structure issues and ongoing scrutiny training needs. At another session they invited Panel Chairmen and Vice Chairmen to discuss what they felt worked well and what did not. They also carried out stakeholder interviews with senior officers to gain further insight.

The Panel also considered the possible combination of the Audit and Governance Committee with the Standards Committee as part of a new select committee framework. On consideration the Panel agreed that the possible combination of the Audit and Governance Committee and the Standards Committee should be omitted from its recommendations as to the future structure of the Overview and Scrutiny framework.

Councillor Surtees said that he was impressed with the workshop but asked if the new committees would have a flexible way of working and how could the workload of the proposed four committees be balanced fairly. Also, would the new structure be subject to a review period. Councillor Sartin replied that a review period had been discussed but did not find its way into the recommendations. Mr Hill added that it was thought inadvisable to do this too quickly after the start, it would need at least an 18 month period for the new system to bed down. In the end it was thought that a review would not be necessary in the short term. As for flexible working, officers are looking at this and considering various training courses. There was nothing in the rules to preclude different ways of working. 'Flexibility in the system' was part of the report.

Councillor Murray agreed with the report and all its recommendations. It was an excellent job. He thanked the Panel for inviting the Scrutiny Panel Chairmen to put their views forward at the start of the process.

Councillor Sartin said that the workshop had proved very successful and there were plans to hold workshops along similar lines in the future. She encouraged members to attend. She thanked all the officers and members who had participated in this review and for responding to the consultations.

RESOLVED:

- (1) That a new Overview and Scrutiny framework, based on a structure of four 'select committees', be established with effect from the commencement of the 2015/16 municipal year;

- (2) That the titles and general responsibilities of each select committee be as set out in the appendix to the report (attached);
- (3) That, at the present time, no increase be made in the number of members appointed to each select committee, and that this remain at eleven councillors in accordance with pro-rata provisions;
- (4) That the Director of Governance report to the Council to seek the re-establishment of the existing Constitution and Member Services Scrutiny Panel as a new 'Constitution Working Group' from 2015/16, as a result of the implementation of the new scrutiny panel framework;
- (5) That, to ensure continuity during its on-going review of the Council's constitution, the Council be recommended to reappoint the existing members of the Constitution and Member Services Scrutiny Panel to the Constitution Working Group (wherever possible) and that no variation be made in the number of members appointed to the Working Group;
- (6) That the report of the Director of Governance recommend that the Constitution Working Group report directly to the Council in connection with its work programme, rather than the Overview and Scrutiny Committee;
- (7) That, subject to the concurrence of the Remuneration Panel, a Special Responsibility Allowance be awarded to the Chairman of the Constitution Working Group, as a result of the disbanding of the Constitution and Member Services Scrutiny Panel;
- (8) That no action be taken at the present time with regard to any possible combination of the Audit and Governance Committee and the Standards Committee but that, if necessary, a further Task and Finish Panel be established in future to consider such combination in light of new legislative audit requirements;
- (9) That focused and achievable work programmes be developed for each select committee each year, drawing on Portfolio Holder and service delivery aims and objectives, and relevant community priorities;
- (10) That the current induction and on-going training arrangements for members in respect of the Council's Overview and Scrutiny function, be reviewed and enhanced as appropriate;
- (11) That the select committees be encouraged to use a variety of appropriate techniques and methodologies as set out in the report, in the undertaking of future scrutiny and service review activity; and
- (12) That, subject to the agreement of the above recommendations, the Council formally be advised of the proposals of the Task and Finish Panel, in view of the likely wider member interest in the establishment of a new Overview and Scrutiny framework.

57. LEA VALLEY REGIONAL PARK AUTHORITY - PARK DEVELOPMENT FRAMEWORK CONSULTATION

The Forward Planning Manager, Mr White introduced the consultation report from the Lee Valley Regional Park Authority (LVRPA) on its Park Development Framework. While it was not a planning authority, there was a duty to prepare plans for the management and development of the park.

The most recent Park Plan was adopted in 2000 and this Park Development Framework was intended to replace it. For the purpose of the consultation the park had been split into 8 areas. We were concerned with areas 6, 7 and 8. This was the last of the consultations for this plan.

The proposals in the consultation document were generally in line with the statutory duties of the Park Authority. Subject to the detail of individual projects, the Council should be supportive of these proposals, as they were in line with the original purposes of the Park and relevant policies of the current Local Plan and Alterations and the National Planning Policy Framework.

However, there were two matters within the proposals which were of concern. Firstly, a significant number of new buildings were being suggested to support implementation of the proposals, particularly in Area 6 and a lot of these were in the green belt. The consultation document generally acknowledges the need to take account of Green Belt location for most of these suggestions, but the proposals could still amount to a significant amount of development with implications for the openness of the Green Belt.

Secondly, there was the casual reference to the use of Compulsory Purchase Powers for large areas of glasshouses etc. The document also indicates that it was likely that the Authority would resist major redevelopment or expansion of new large-scale glasshouse uses.

Members noted that recently the Council had formed the Lea Valley Food Task Force. This was established about two years ago to consider the future of the glasshouse industry and to work with adjoining authorities (including the Park Authority), commercial growers, their umbrella organisations including the Lea Valley Growers Association, to consider new policy approaches for supporting and encouraging the industry, taking into account factors such as food security and food miles. The intention was to develop a standard policy approach in new Local Plans, supportive of the glasshouse industry, across local authority boundaries as an example of positive co-operation.

The proposed use of compulsory purchase powers came as a surprise to both the Council and the Lea Valley Growers Association and when questioned the LVRPA gave some unsatisfactory answers. As a result, the Lea Valley Growers Association and the chairman of the Food Task Force have both formally asked for the consultation to be withdrawn. The Park Authority has declined these requests but had advised that, once the current consultation process had been completed, the draft proposals would be reviewed, taking on board the comments of the industry and all other stakeholders. A second round of consultation would be held in the summer of this year.

The Authority had also advised that it is not its intention to use compulsory purchase powers to undermine existing businesses. The powers would be used to prevent areas which may become redundant from being lost to inappropriate built development within the Park. While this may be the case, the words used in the consultation were not clear on this point.

Councillor Girling commented that there was no mention of the Traveller Community in the document. Did the LVRPA have to provide sites for them? Mr White replied that this was not one of their statutory duties.

Councillor Keska asked if there was any indication how the compulsory purchases were to be funded? Mr White did not know but added that the growers had asked where they would find approximately £100million to buy up the economically active glasshouse sites.

Councillor Murray said that the recommendations were very sound, recommendation (3) objecting to the proposed compulsory purchase powers as currently worded seemed like the right thing to do.

Councillor Bassett said that as the Chairman of the Food Task Force they were very disappointed about this. When they asked about this they were assured that what was written was not what was meant. The LVRPA had sought a judicial review of a permission for significant glasshouse expansion at a nursery in Paynes Lane, Nazeing. This will be considered at the High Court in late March this year. The glasshouses had been there for 150 years and was the source of a lot of employment in the surrounding area. It was right to express our views on our disappointment about this proposal. But they have now said that they would re-consult on this.

Councillor Rolfe asked what they meant by compulsory purchase and had we taken this as far as we can go. Mr White said that it was to buy up areas that are derelict or not compatible.

Councillor Sartin said she was told that it was an unfortunate use of words by officers of the LVRPA . Hopefully they would not compulsory purchase thriving businesses only derelict places.

RESOLVED:

- (1) That the overall approach of the proposals in the context of the statutory functions of the Park Authority, ie in relation to sport and recreation, leisure, education and landscape, heritage and nature conservation be supported;
- (2) That concern be expressed about the possible extent of new building being proposed in the Green Belt, especially in Area 6;
- (3) To object to proposals, as currently worded, concerning the use of compulsory purchase powers in relation to a number of glasshouse sites and other long-standing commercial uses within the Park;
- (4) That the Park Authority be encouraged to work more closely with the Lea Valley Growers Association and individual growers to advance schemes for land swaps to benefit both the Park and the glasshouse industry; and
- (5) To encourage the Park Authority to reconsider its attitude towards the glasshouse industry in the light of the National Planning Policy Framework, the on-going work of the Lea Valley Food Task Force, the Authority's stated support for continued agricultural use of land, and the potential educational and heritage resource which the industry could represent within the Park.

58. WORK PROGRAMME MONITORING

Overview and Scrutiny Committee

The Committee noted their work programme to date.

- (a) They noted that the Mental Health Services would be going to their March meeting and that NEPP would be going to their April meeting.

Scrutiny Panels

Housing Scrutiny Panel

The Chairman of the Housing Scrutiny Panel noted that they had met the night before and had a presentation on the landlord accreditation scheme. They also had a detailed look at the Council's proposed rent and 'Careline' increases; they also considered the housing improvement fund and their KPI figures for that quarter.

Constitution and Member Services Scrutiny Panel

The Chairman of this Panel indicated that they had not met since the last meeting of this Committee but will be meeting next week.

Safer Cleaner Greener Scrutiny Panel

The Chairman of this Panel noted that they not met since the last meeting of this Committee. At their next meeting they would be considering a presentation on drainage and flooding and also a report on air quality.

Planning Services Scrutiny Panel

There was nothing new to report for this Panel.

Finance and Performance Management Scrutiny Panel

It was noted that their last meeting was with the Finance Cabinet Committee to consider the draft budget for 2015/16.

Task and Finish Panels

Scrutiny Panels Review Task and Finish Panel

The final report from this Panel was on the agenda for this meeting. This Task and Finish Panel had now completed their assigned work.

Grant Aid Task and Finish Panel

This had its first meeting in January 2015. Councillor Caroline Pond had been appointed as Chairman and when they had agreed the Panel's Terms of Reference. Three more meetings had been scheduled.

- (b) **New Work**

The Committee considered the PICK form submitted by Councillor Kane concerning the Youth Council. She was asking that a Task and Finish Panel be set up to review potential options for the best use of the existing budgets for youth engagement for the future. Also, it would be helpful to co-opt two youth councillors to sit on this panel and give their input.

Councillor Murray said that if this Task and Finish Panel was set up he would like to be a member of it.

RESOLVED:

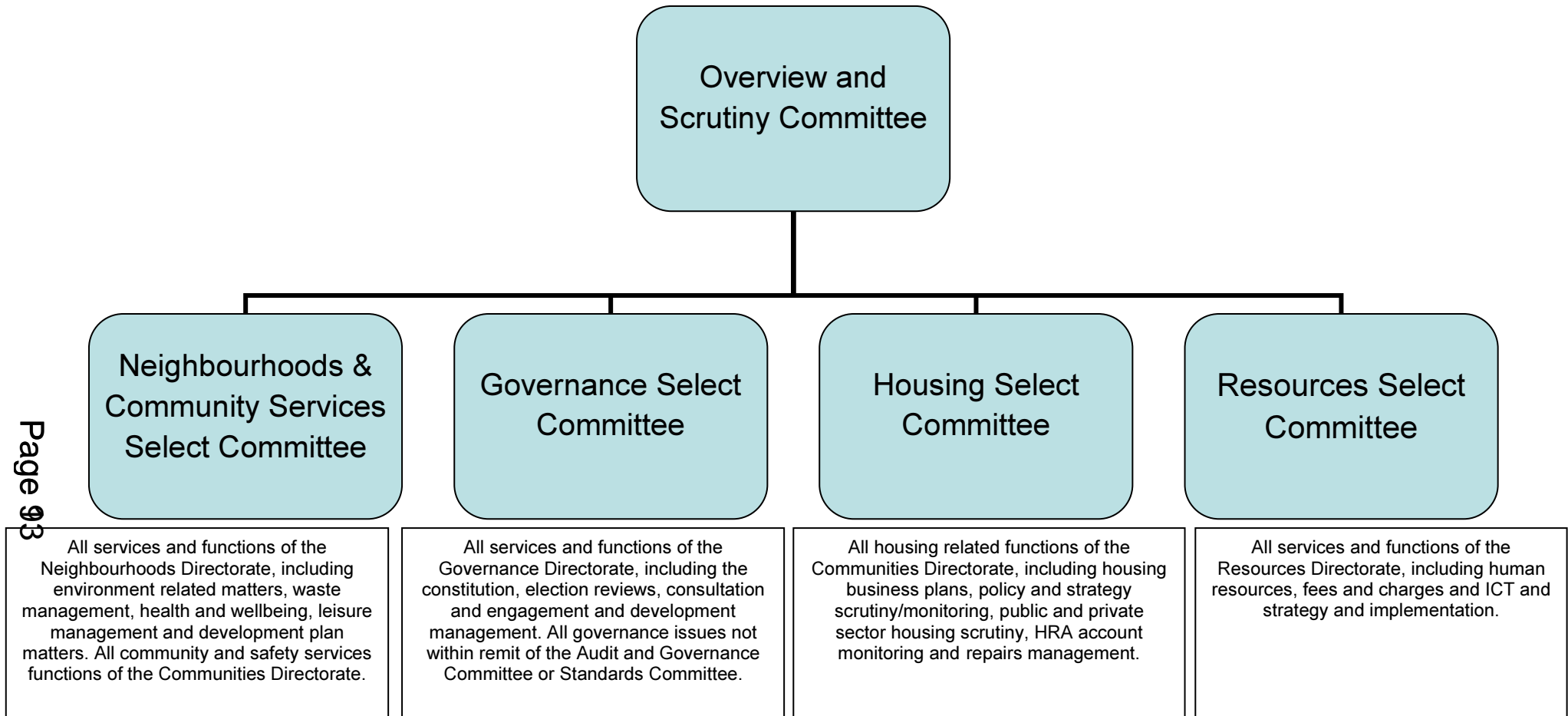
- (1) That a new Task and Finish Panel be set up as indicated on the PICK form from Councillor Kane;
- (2) That two members of the Youth Council be op-opted to sit on this Panel; and
- (3) That group leaders be asked to nominate members to sit on this Panel.

59. REVIEW OF CABINET FORWARD PLAN

The Committee noted the Cabinet's Forward Plan for January 2015. They had no specific items that they wanted to consider.

CHAIRMAN

Proposed Overview and Scrutiny Select Committee Framework



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Report to Overview and Scrutiny Committee

Date of meeting: 23 March 2015



Portfolio: Leader (Councillor C. Whitbread)

Subject: Cabinet Key Objectives 2014/15 – Quarter 3 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 third quarter of the year.

Executive Summary:

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.

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.

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:

It is important that relevant performance management processes are in place to review progress against the key objectives, to ensure their continued achievability and relevance, and to identify proposals for appropriate corrective action in areas of slippage or under-performance. This report presents nine month (1 April to 31 December 2014) progress against the key objectives for 2014/15.

Other Options for Action:

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:

1. 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.
2. 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.
3. 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.
4. 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.
5. A schedule detailing nine-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.

6. At the end of the third quarter of the year,
 - (a) 47 (87%) 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) 5 (9%) may not be completed or achieved by year-end, and
 - (c) 2 (4%) are currently on-hold as a result of external factors.
7. 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 9 March 2015.

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 (11 February 2015) and by Cabinet on 9 March 2015.

Background Papers:

Nine-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	Neighbourhoods	(not specified)	On Target	<p>(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.</p> <p>(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.</p> <p>(Q3 2014/15) – The target date for the commencement of the new revised four day collection arrangements has been set for early May 2015. A communications plan has been developed to ensure adequate notice is given to residents, the majority of whom will have if not a day change, but a change of collection time.</p>
(b) - Communicate information about the Local Plan	Neighbourhoods	(not specified)	Behind Schedule	<p>(Q1 2014/15) - The Local Development Scheme published in July 2013 is due to be updated and published in July 2014.</p> <p>(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.</p> <p>(Q3 2014/15) – The timescales outlined in the Local Development scheme have slipped as a result of further work to update the Strategic Housing Market Assessment being undertaken with the Council's partner authorities.</p>
(c) - Communicate information regarding welfare reforms	Resources	(not specified)	On Target	<p>(Q2 2014/15) - There have been no significant announcements to publicise in the first half of 2014/15.</p> <p>(Q3 2014/15) No significant announcements in Q3 and it is unlikely that there will be any now until after the general election.</p>

2. Engage with communities and 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	Communities	31-Mar-15	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 (Q3 2014/15) As Q2
(b) - (i) Undertaking a consultation exercise on gypsy & traveller site licences	Communities	31-Jul-14	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 (Q3 2014/15) All new licences, with the new licence conditions, have been issued.
(b) - (ii) Introduction of gypsy & traveller site licences and licence conditions	Communities	31-May-15	Achieved	(Q1 - Q3 2014/15) See 2(b)(i) above.
(c) - (i) Undertaking a consultation exercise on proposed car park tariffs	Neighbourhoods	31-Oct-14	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.

					<p>(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.</p> <p>(Q3 2014/15) The responses to the consultation, approximately 500 have been received on evaluation. Response from business community disappointing despite targeted promotion. The outcome will inform the Parking Strategy due to be considered by Cabinet in February 2015.</p>
(c) - (ii) Adoption of off-street car parking strategy and parking tariffs by 31 March 2015	Neighbourhoods	31-Mar-15		On Target	<p>(Q1 2014/15) Consultation work on tariff review commenced.</p> <p>(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.</p> <p>(Q3 2014/15) The Car Parking Strategy with proposed tariff charges are due to be formally considered by the Cabinet in February 2015. A business case to guarantee £100K of additional revenue from off street parking has been incorporated as part of the budget process. Further investment is to be made in new payment machines and CCTV to be sought as part of the Strategy.</p>

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	Neighbourhoods	31-Oct-14	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.

					<p>(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.</p> <p>(Q3 2014/15) Due to the delay in compiling the evidence base, it is unlikely that the preferred options consultation will be undertaken until the Summer of 2015.</p>
(a) (ii) - Publication of Local Plan	Neighbourhoods	30-Sep-15		Behind Schedule	<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> <p>(Q3 2014/15) The Local Development Scheme published in July 2014 has slipped due to the need for further work on the evidence base. Unlikely that the preferred options consultation will be undertaken until the Summer 2015.</p>

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	Resources Governance Chief Executive Neighbourhoods Communities	31-Dec-14	Under Control	<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> <p>(Q3 2014/15) A draft of the Corporate Plan incorporating the Council's strategic priorities has been reviewed by Cabinet and is scheduled for wider consultation during the 4th Quarter. The next stage of the Organisational Development Plan will be considered at an away day scheduled for late March / early April.</p>

<p>(b) - (i) Agreement of Phase 2 organisational structure</p>	<p>Chief Executive Resources Neighbourhoods Governance Communities</p>	<p>30-Sep-14</p>		<p>Under Control</p>	<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) Economic Development and Asset Management Phase 2 agreed at Council. Legal, Governance and Perf. Management and Development Management ready for Management Board consideration and Internal Audit/Corporate Fraud – out for consultation with affected service areas - status Pending. Phase II reviews still progressing with savings generated in some areas. Debt working party draft report ready.</p> <p>(Q3 2014/15) Governance restructures complete and agreed at appropriate levels. During Q3 Cabinet approved the restructure of the Benefits Service.</p>
<p>(b) - (ii) Implementation of Phase 2 organisational structure</p>	<p>Governance Communities Resources Neighbourhoods Chief Executive</p>	<p>31-Mar-15</p>		<p>Under Control</p>	<p>(Q1 & Q2 2014/15) See 4(b)(i) above.</p> <p>(Q2 2014/15) see above - coordination of reports to Members required as necessary. Status: Pending</p> <p>(Q3 2014/15) Appointments made / awaiting Job Evaluation or on hold pending transfer between Directorates. The restructure of the Benefits Service approved late in Q3 will be implemented in Q4.</p>
<p>(c) - (i) Development of action plan to embed values & behaviours</p>	<p>Neighbourhoods Resources Chief Executive Governance Communities</p>	<p>31-Mar-14</p>		<p>Under Control</p>	<p>(Q1 2014/15) Draft designs for poster campaigns considered by Leadership Team. Roll-out anticipated in September 2014.</p> <p>(Q2 2014/15) Poster campaign now expected for November.</p> <p>(Q3 2014/15) Subject matter for the posters has been considered by Leadership Team and the final designs reviewed by Management Board. Values and Behaviours have been incorporated into the PDR process for all staff and two training sessions held with Managers to explain the new format of PDRs. Posters illustrating good examples of each the values have been discussed at an all staff briefing and will be displayed in Council buildings.</p>

<p>(c) - (ii) Assessment of performance against values & behaviours</p>	<p>Resources</p>	<p>31-Dec-14</p>		<p>On Target</p>	<p>(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.</p> <p>(Q3 2014/15) Values and behaviours have been incorporated into the PDR process for all staff and two training sessions have been held with managers to explain the revised format of PDR documentation.</p>
<p>(d) - (i) Adoption of customer centric approach to service delivery</p>	<p>Neighbourhoods Governance Communities Chief Executive Resources</p>	<p>30-Sep-14</p>		<p>Under Control</p>	<p>(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.</p> <p>(Q3 2014/15) Improvements made to the customer experience from the work identified by the Corporate Debt Working Party include better communication, early contact and revising the procedure for instigating legal proceedings. The methodology used by this group has been shared with Leadership Team and further process reviews are planned for the customer experience around lifetime events such as bereavement, redundancy, unemployment. This approach will be rolled out to other processes in due course.</p>
<p>(d) - (ii) Generation of increased revenue by traded services</p>	<p>Communities Neighbourhoods Chief Executive Resources Governance</p>	<p>31-Mar-15</p>		<p>On Target</p>	<p>(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.</p> <p>(Q3 2014/15) The review of the Council's MOT and vehicle servicing facilities concluded that developing a commercial operation of sufficient scale to return a profit would be difficult. Alternative proposals to reduce the number of service bays on relocation of Fleet Operations to Oakwood Hill were approved. This should reduce the costs of servicing the in-house fleet to a sustainable break even point. Proposals to revise parking tariffs which will yield an additional income are being considered by Cabinet for recommendation to Council in the 2015/16 budget. Fees and charges for other services have been reviewed to ensure the Council is at least recovering costs.</p>

<p>(e) - Review of outsourced Out Of Hours Call Handling Service</p>	<p>Communities</p>	<p>31-May-15</p>		<p>Achieved</p>	<p>(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. (Q3 2014/15) As Q1 above.</p>
<p>(f) - (i) Investigation of options for flexible working</p>	<p>Chief Executive Governance Resources Communities Neighbourhoods</p>	<p>30-Sep-14</p>		<p>On Target</p>	<p>(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. (Q3 2014/15) Trials of i.phones and ipads have been conducted by the Planning, Facilities Management and Housing teams. Branch routers are being used by approximately 40 staff allowing them quick, reliable and secure remote access to Council servers to work remotely. This technology will eventually replace the cumbersome VPN technology. Facilities Management staff on call have improved their efficiency by being able to log into Council servers out of hours. Development work is proceeding to enable remote access to the M3 system which will transform the way the Neighbourhoods team are able to deal with customer calls relative to waste management. The next step is to use the learning from all of the trials and look at the potential for further roll out to other services. This will be co-ordinated with a review of work spaces across the Council in action (n) below.</p>
<p>(f) - (ii) Adoption of flexible working strategies</p>	<p>Resources Neighbourhoods Chief Executive Governance Communities</p>	<p>31-Mar-15</p>		<p>On Target</p>	<p>(Q1, Q2 & Q3 2014/15) See 4(f)(i) above.</p>
<p>(g) - Implementation of National Land & Property Gazetteer</p>	<p>Resources</p>	<p>31-Jul-14</p>		<p>Achieved</p>	<p>(Q2 & Q3 2014/15) - All major issues have been dealt with and there are only a few duplicate references still to be resolved.</p>

<p>(h) - (i) Review of Allocation Scheme and Tenancy Policy</p>	<p>Communities</p>	<p>30-Dec-14</p>	<p>On Target</p>	<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 October 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> <p>(Q3 2014/15) At its meeting in October 2014, the Housing Scrutiny Panel considered a number of recommended changes to the Allocations Scheme and Tenancy Policy from the Housing Portfolio Holder and officers, and made a number of recommendations to the Cabinet on proposed changes, which will be considered at the Cabinet its meeting in March 2015, after the required statutory consultation exercise on the proposed changes has been undertaken.</p>
<p>(h) - (ii) Implementation of any changes required to Tenancy Policy</p>	<p>Communities</p>	<p>31-Mar-15</p>	<p>On Target</p>	<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 at its meeting in March 2015.</p> <p>(Q2 2014/15) As Q1 above.</p> <p>(Q3 2014/15) As Q1 above.</p>
<p>(i) - Implementation of Child and Adult Safeguarding Policy</p>	<p>Communities</p>	<p>31-Mar-15</p>	<p>On Target</p>	<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> <p>(Q3 2014/15) The Safeguarding Audit has nearly been completed, and the numerous actions undertaken since the last Audit have now placed the Council in a much better position with regard to its approach in this very important area. The deadline for completing and submitting the Audit is the end of January 2015. A new Safeguarding Policy and associated procedures have been produced. The new Policy will be submitted to Cabinet in March 2015 for adoption.</p>
(j) - Determination of the Council's Housing Strategy for 2013-2016	Communities	31-Dec-14		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> <p>(Q3 2014/15) As Q1 - Whilst there has been a delay in producing the new Housing Strategy, the current Housing Strategy remains fit for purpose. Furthermore, A new Housing Strategy Key Action Plan 2015/16 has been produced and considered by the Housing Scrutiny Panel on 9.2.15, prior to adoption by the Housing Portfolio Holder.</p>
(k) - Development of Council's Economic Development Strategy	Governance	30-Sep-14		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 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.</p> <p>(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 Status: Behind Schedule</p>

					(Q3 2014/15) One Economic Development Officer appointed - further recruitment on hold pending transfer between Directorates.
(l) - Development of Council's Waste Strategy	Neighbourhoods	31-Mar-15		Under Control	<p>(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.</p> <p>(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.</p> <p>(Q3 2014/15) Work on the Inter Authority Agreement at County level is still to conclude. Further work on a pan Essex basis has been commissioned by ECC to explore synergies across the County. It is hoped to provide a more definite timescale at Q4.</p>
(m) - Development of Council's Leisure, Culture and Community Strategy	Communities Neighbourhoods	31-Jul-14		Achieved	<p>(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.</p> <p>(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.</p> <p>(Q3 2014/15) - The Council formally adopted the new Leisure and Cultural Strategy in December 2014. The Strategy is now being used to shape the procurement of the new Leisure Management Contract.</p>
(n) - Development of Council's Operational Property Strategy	Chief Executive Resources	30-Sep-14		Under Control	<p>(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.</p> <p>(Q3 2014/15) Visits to Essex County Council's flexible working hub and Maldon District Council's contact centres have taken place and a visit to Colchester Borough Council is being scheduled to meet the Director responsible for implementing their flexible working space. Progress has been slower than hoped but it was important to complete Phase II of the organisational review before proceeding further. Good progress has been made in trialling technology to enable remote working in the mean time.</p>

5. Deliver key priorities within budget

Action	Lead Directorates	Target Date	Status	Progress
(a) (i) - Achievement of target for all KPIs	Chief Executive Governance Communities Resources Neighbourhoods	31-Mar-15	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. (Q3 2014/15) At the end of the third quarter of the year, 72% of the key performance indicators for 2014/15 had achieved target performance.
(a) (ii) - Achievement of specified deliverables for key objectives	Neighbourhoods Resources Communities Chief Executive Governance	31-Mar-15	On Target	(Q1 2014/15) At the end of the first quarter of the year, 68% 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. (Q2 2014/15) At the end of the second quarter of the year, 80% 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. (Q3 2014/15) At the end of the third quarter of the year, 83% 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	Resources	31-Mar-15	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. (Q3 2014/15) The revised estimates for 2014/15 show an improvement of £250,000 on the original estimate of the General Fund position. A budget is being proposed for 2015/16 that is in line with the guidance set by Members.
(c) - Setting low District Council Tax & maintaining services	Resources	31-Mar-15	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.

					(Q3 2014/15) The draft budget going to Cabinet and Council in February continues the policy of freezing the Council Tax and should not impact significantly on the delivery of any front line services.
(d) - (i) Review of sample processes	Governance Resources Neighbourhoods Communities Chief Executive	30-Sep-14		Under Control	<p>(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. (Q2 2014/15) (GC) Now rescheduled after the Phase II restructuring is substantially complete.</p> <p>(Q3 2014/15) The final Phase II organisation review has now been completed. Process improvement recommendations made by the cross directorate Corporate Debt Working Party have been presented to the Council's Leadership Team and are being implemented. They include earlier intervention with arrears, service areas raising the charge and alternative collection arrangements for debts below £500 to avoid relatively expensive legal proceedings where possible. The approach adopted by this working party will be used for other processes with planned reviews of the customer experience during lifetime events such as bereavement, redundancy, unemployment etc. This will fit into the Council's customer centric approach to service delivery in action 4(d)(i) above.</p>
(d) - (ii) Realignment of key performance indicator set	Neighbourhoods Communities Chief Executive Governance Resources	30-Sep-14		Under Control	<p>(Q1 2014/15) Realignment of indicator set to be considered in the second quarter of the year.</p> <p>(Q2 2014/15) Indicator set to be reconsidered in light of the cabinet's review of strategic priorities.</p> <p>(Q3 2014/15) The Corporate Plan has progressed well and subject to comments received through the consultation process the Cabinet's strategic priorities will be finalised in Q4. This will enable adjustment the key indicator set to monitor the new strategic priorities set out in the Corporate Plan.</p>

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	Neighbourhoods	31-Jul-14	Pending	<p>(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.</p> <p>(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.</p> <p>(Q3 2014/15) The draft Strategy awaits the Clinical Commissioning Group's new five year plan. The Strategy It has yet to be agreed and is not likely to be adopted until April 2015.</p>

7. Maximise 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	Governance	31-Mar-15	Under Control	<p>(Q1 2014/15) Negotiation between the Council and Polofind Ltd, and respective specialist legal and tax advisers in respect of the Langston Road (Epping Forest Shopping Park) site, has 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>

				(Q3 2014/15) December Cabinet considered the legal structure and approach in private session and agreed updates to each Cabinet meeting..
(a) - (ii) Facilitation of a detailed planning application for the T11 site	Governance	(not specified)	Under Control	(Q1 2014/15) See 7(a)(i) above. (Q2 2014/15) The progress of a planning application is dependent upon the decisions of the November Cabinet (Q3 2014/15) December Cabinet considered the legal structure and approach in private session and agreed updates to each Cabinet meeting.
(a) - (iii) Commencement of development at the T11 site	Governance	31-Mar-16	Under Control	(Q1 2014/15) See 7(a)(i) above. (Q2 2014/15) The timetable for vacant possession and development of the site will be agreed between the parties via the Cabinet process. (Q3 2014/15) The timetable for vacant possession is still to be agreed, being dependent upon the Oakwood Hill Depot location being ready and the services being ready to transfer.
(b) - Preparation of development brief for North Weald Airfield	Neighbourhoods	31-Mar-15	On Target	(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. (Q2 2014/15) The North Weald Bassett Master-plan was formally accepted into the Local Plan evidence base in October 2014. (Q3 2014/15) Marketing exercise to be undertaken by the Council’s consultants to seek potential operational partners to increase revenue and intensified aviation activity planned for early in 2015.
(c) - Development of plans for the disposal of all or part of the St. Johns Road site	Governance	(not specified)	Under Control	(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>(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> <p>(Q3 2014/15) Negotiations with Essex County Council to purchase the school site and with Frontier Estates to deliver the mixed use development have progressed, with solicitors instructed.</p>
(d) - Disposal of the Nursery Service from the Pyrles Lane site	Governance	30-Sep-15	Pending	<p>(Q1 2014/15) Work has continued with a view to the submission of a planning application in October 2014.</p> <p>(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.</p> <p>(Q3 2014/15) Negotiations to achieve amendments to an amended planning application for Pyrles Lane continue with a view to resubmission.</p>
(e) - (i) Detailed planning application for depot provision	Governance	30-Jun-14	Achieved	<p>(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.</p> <p>(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. Status: Pending</p> <p>(Q3 2014/15) December Cabinet agreed to proceed with a design and build contract for Oakwood Hill Depot and made appropriate financial provision.</p>

<p>(e) - (ii) Detailed design & development of the Oakwood Hill</p>	<p>Governance</p>	<p>30-Oct-14</p>		<p>Achieved</p>	<p>(Q1 2014/15) See 7(e)(i) above. (Q2 2014/15) See 7(e)(i) above. (Q3 2014/15) December Cabinet agreed to proceed with a design and build contract for Oakwood Hill Depot and made appropriate financial provision.</p>
<p>(e) - (iii) Commencement of Oakwood Hill development</p>	<p>Governance</p>	<p>31-Mar-15</p>		<p>On Target</p>	<p>(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. (Q3 2014/15) Work on the letting of the design and build contract is progressing, and will proceed in accordance with all planning conditions.</p>
<p>(f) - (i) Start on site Phase 1 housebuilding programme</p>	<p>Communities</p>	<p>31-Aug-14</p>		<p>On Target</p>	<p>(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, which is still due to start on site in November 2014. (Q3 2014/15) The contractor started on site in November 2014.</p>
<p>(f) - (ii) Obtain investment partner status for HCA funding</p>	<p>Communities</p>	<p>31-Dec-14</p>		<p>On Target</p>	<p>(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 details on how to achieve Investment Partner Status are available, East Thames will prepare and submit an application on behalf of the Council. (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>

					(Q3 2014/15) The HCA has only just (Jan 2015) issued its guidance on applying for Investment Partner status. The Council's Development Agent, East Thames, has been asked to draft the document, for approval by the Director of Communities.
(f) - (iii) Start on site at Phase 2 housebuilding programme	Communities	31-Mar-15		Behind Schedule	<p>(Q1 2014/15) Following detailed consideration of three feasibility studies and consultation with ward members, the Council Housebuilding 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> <p>(Q3 2014/15) The detailed planning application, for 52 affordable rented homes, was submitted at the end of October 2014 and the planning application was determined by the Area Plans South Sub-Committee in Jan 2015. Planning permission was refused. Officers are currently discussing options with the Housing Portfolio Holder, which will be submitted to the Council Housebuilding Cabinet Committee at its meeting on 5th March 2015. The planning refusal has delayed the project and will result in additional fees.</p>
(g) - Conversion of difficult-to-let bedsits into self-contained flats	Communities	30-Apr-15		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>

				(Q3 2014.15) Works continue to be progressed on target.
(h) - Extension and refurbishment of Epping Forst District Museum	Communities	30-Apr-15	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 reported to the Cabinet in December 2014.</p> <p>(Q3 2014/15) In December 2014, Cabinet awarded the Works Contract to the contractor that submitted the lowest price and highest quality score. The Council's Legal Team are in the process of drawing up the Works Contract.</p>
(i) - Undertake Environmental Estate Improvement Scheme at Oakwood Hill	Communities	31-Mar-15	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 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>

				(Q3 2014/15) Good progress continues to be made. Essex CC have agreed to repair/renew all of the adopted footpaths on the Estate, and the Task Force has agreed that the renewal/repair of EFDC's footpaths should be funded from the Project Budget. The Task Force has formulated a menu of potential improvements that are currently being costed. Works are due to commence in May/June 2015.
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8. Prepare and plan for the effects of welfare reform in an effective and co-ordinated way

Action	Lead Directorate	Target Date	Status	Progress
(a) - Implementation of updated scheme of local support for Council Tax	Resources	31-Dec-14	Achieved	(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. (Q3 2014/15) A scheme has been approved by Council for 2015/16 which is largely unchanged from the 2014/15 scheme.
(b) - Retention of adequate resources to ensure the threat of fraud is effectively managed	Resources	31-Dec-14	Achieved	(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. (Q3 2014/15) Cabinet has approved the new structures for both a Corporate Fraud Unit and the Benefits Service.
(c) - Retention of adequate resources to ensure the benefit function is effectively operated	Resources	31-Dec-14	Achieved	(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. (Q3 2014/15) An amended structure has been agreed for the Benefits Service although this may need to be considered again when it is known what will happen with Universal Credit.

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Report to Overview and Scrutiny Committee

Date of meeting: 23 March 2015

Subject: Review of Operation of Planning Committees and Terms of Reference

SCRUTINY



Officer contact for further information: Simon Hill, Governance (Ext 4249)

Committee Secretary: Mark Jenkins (Ext 4243)

Recommendations/Decisions Required:

That a report be made to Council recommending:

- (1) the adoption of the attached revised draft Article on the operation of and arrangements for planning committees including the proposals for the renaming of the District Development Management Committee;**
- (2) the inclusion of the provisions within the Council's Constitution with immediate effect subject to a review during 2016; and**
- (3) the approval of consequential amendments to the constitution by the Monitoring Officer including the removal of old provisions and areas of duplication.**

Report:

1. (Chairman of Panel – Councillor M Sartin) The Overview and Scrutiny Committee, at its meeting on 16 September 2014, referred a PICK request to the Planning Services Panel. The request was sponsored by the Chairman of the District Development Control Committee, Councillor Brian Sandler.

2. The Planning Services Panel, at its meeting on 9 December 2015 and the Constitution Panel, at its meeting on 16 February 2015 have looked at the following matters:

(i) The operation of the speaking arrangements and deadlines for submission of material for the Planning subcommittees as currently contained within the rules for participation on planning matters to include:

- (a) Classes and types of speakers, duration and registration arrangements and deadlines;
- (b) The extent of Chairman's discretion on such matters;
- (c) Procedure for other submissions and photographic material;

(ii) The terms of reference of the Planning subcommittees and District Development Control Committee to include:

- (a) Definitions of applications of major importance;
- (b) Clarification of the mechanism for referrals from Planning Subcommittees
- (c) The role of the Leader as currently defined in the DDCC's terms of reference.
- (d) How the Council's own applications are dealt with.

3. The operation of arrangements for speaking at planning meetings has never been substantively reviewed since they began in 2006. The review is timely for two reasons; firstly the review of the Constitution into which this review fits neatly. Secondly there have recently

been a number of 'complaints' about operation (mainly from applicants/objectors).

4. Having discussed, in some detail, the operation of the Planning meetings at both the Planning Services Panel, at its meeting on 9 December 2015 and the Constitution Panel, Officers have been able to codify members wishes into the attached revised Article of the Constitution. The article brings together all references to the Planning Committees in one place within a new Constitution.

5. This revised Article sets out the membership of the committees, responsibility for functions, terms of reference and participation and site visits rules. In particular it seeks to draw a clear line between the main bulk of applications dealt with at area level and those which would be considered, either directly, or by reference, by the District Development Management Committee (renamed as part of these proposals).

6. The changes will also bring clarity to the role of the Chairman in controlling the business at the meeting, particularly for speakers.

7. It is considered by the Panels that these rules should be implemented in advance of the completion of the Constitution Review to allow a period of operational experience to be undertaken with a check in 2016 to make sure that they are still appropriate.

8. Members are asked to consider the revised Article for incorporation into the Constitution and recommend it to Council for adoption.

Reason for decision:

9. A review of the whole of the Constitution is ongoing. The review will alter the arrangements of sections of the Constitution. A PICK form requesting that review be undertaken has been received and considered by the Planning Services and Constitution Panels and requires the endorsement of this Committee.

Options considered and rejected:

10. The Committee could recommend no change to current rules or could bring forward alternative proposals. Changes to the Constitution are reserved to the full Council.

Consultation undertaken:

11. Consultation has been undertaken with both the Development Control Chairmen and Vice Chairmen's meeting; the Planning Services Scrutiny Panel and the Constitution and Members Services Scrutiny Panel. Professional Planning Staff and the Assistant Director – Development Management have also been consulted.

Resource implications:

Budget provision: From existing
Personnel: From existing
Land: Nil

Relevant statutory powers: Town and Country Planning Acts

Background papers: Revised Article, Current Constitution
Environmental/Human Rights Act/Crime and Disorder Act Implications: none
Key Decision reference: (if required) Not a key decision

New Article

District Development Management Committee and Area Plans Subcommittees.

The Council will establish the following Committees which shall be appointed by the Council at its annual meeting.

Membership

- (1) The following shall be the non-executive committees of the Council, consisting of the number of members set out below:

Committee or Subcommittee	Number of Councillors	Membership
District Development Management Committee	15	15 members of the Council appointed by the Council at its Annual meeting, subject to pro rata requirements and including those members appointed as Chairman of each Area Planning Subcommittee. Members to be appointed on the basis of aptitude, interest and planning experience
Area Plans Subcommittee South	25 members (Max)	All District Wards in the Parishes of Buckhurst Hill, Chigwell and Loughton. – subject to (3) below and quorum requirements set out in the Council rules
Area Plans Subcommittee East	19 members	District Wards of Chipping Ongar, Greensted and Marden Ash; Epping Hemnall; Epping Lindsey and Thornwood Common; Hastingwood, Matching and Sheering Village; High Ongar; Willingale and The Rodings; Lambourne; Lower Sheering; Moreton and Fyfield; North Weald Bassett; ; Passingford; Shelley and Theydon Bois.
Area Plans Subcommittee West	14 members	All District Wards in the Parish of Waltham Abbey together with the District Wards of Lower Nazeing; Broadley Common, Epping Upland and Nazeing and Roydon.

- (2) Members of the Council appointed to each Area Plans Subcommittee shall be drawn solely from those representing wards within the area for which the Subcommittee is responsible shown in column three above. Seats on each Subcommittee shall be allocated to all Councillors representing electoral wards in the areas concerned. The

requirement for the appointment of Subcommittees from all members of the Council shall not apply to the Area Plans Subcommittees.

- (3) The Area Plans Subcommittee (South) shall comprise a maximum of 25 Councillors, being the total number representing wards in the area for which the Sub Committee is responsible. At the Annual Council meeting, the Council shall determine the membership of that Subcommittee on the basis of the number of Councillors who sign a written notice stating that they wish to serve on the Subcommittee for the ensuing year. Any Councillor who does not sign a notice shall be deemed not to be a member of the Subcommittee for the year in question. Councillors may not retract a signed notice or seek to join the Subcommittee by signing a notice until the next Annual Council meeting.
- (4) A member of the executive may serve on an Area Plans Subcommittee if otherwise eligible to do so as a Councillor.

Responsibility for functions:

The Committee and Subcommittees the subject of this Article have responsibility for determining matters which have been delegated by the Council and the Executive shown in Part 3 of this Constitution, showing those which are the responsibility of the Executive and those which are not Executive functions and any limitations on delegation.

Terms of Reference:

District Development Management Committee

- (1) To determine:
 - (a) Any development proposals which affect more than one Area Plans Subcommittee;
 - (b) Any 'large scale' application (as defined within guidance issued by the Department for Communities and Local Government (DCLG));
 - (c) Any 'major' application (as defined within guidance issued by the DCLG) where the Council is the land owner.
 - (d) Any application referred by an Area Plans Subcommittee by resolution, by a minority of members of an Area Plans Subcommittee in accordance with the Council's Rules or where the Subcommittee is unable to determine the application.
 - (e) To determine any recommendation of an Area Plans Subcommittee which relates to potential decisions liable to give rise to claims for costs or compensation, including development management matters and enforcement of planning requirements (including recommendations of no action) but excluding works on preserved trees.
 - (f) Any planning application or other planning matter submitted by, or on behalf of, a Councillor of the Authority (and/or a spouse or partner thereof).

Area Plans Subcommittees:

- (1) To consider all applications (except as may be delegated to the Assistant Director Governance – Development Management or fall to the District Development Management Committee to determine as set out above) received for development

within the respective Subcommittee area and, except as detailed below, to make decisions on behalf of the district planning authority thereon.

- (2) Subject to the prior approval of the Chairman of the Subcommittee, to consider informal proposals for development and to give guidance to Assistant Director Governance – Development Management.
- (3) To consider planning applications made by other authorities which are considered by the Assistant Director Governance – Development Management to require member response.
- (4) To consider and make recommendations to the District Development Management Committee on applications for development within the respective Subcommittee Area where:
 - (i) the Subcommittee's proposed decision is a substantial departure from
 - (a) the Council's approved policy framework; or
 - (b) the development or other approved plan for the area; or
 - (c) it would be required to be referred to the Secretary of State for approval as required by current government circular or directive
 - (ii) the refusal of consent may involve the payment of compensation; or
 - (iii) the District Development Management Committee have previously considered the application or type of development and has so requested; or
 - (iv) the Subcommittee wish, for any reason, to refer the application to the District Development Management Committee for decision by resolution.
- (5) Applications made by officers of the Council defined in Appendix A of the Planning Services Scheme of Delegation which are required to be determined by a subcommittee.
- (6) Where an application is objected to by a Councillor in a purely personal capacity.

Public Participation at District Development Management Committee and Area Plans Subcommittees on Planning Matters

- (1) There shall be afforded to those classes of persons specified in the rules for participation at Appendix 1 to this Article an opportunity, on request, to make oral representations to any Area Plans Subcommittee (or in appropriate circumstances, the District Development Management Committee) meeting concerning any planning application or related matter before that Subcommittee for determination.
- (2) The procedure for dealing with requests to address an Area Plans Sub-Committee or the District Development Management Committee shall be as prescribed from time to time by the Council and as set out in Appendix 1.

Site Visits

- (1) Site visits may be undertaken of any potential development site subject to application where there is a substantial benefit to the decision-making process. Such a visit may

be approved by the Subcommittee at the meeting where they are being asked to determine the matter or in advance on the recommendation of Assistant Director Governance – Development Management in consultation with the Chairman of the Subcommittee.

- (2) Site visits will be undertaken following the guidance at Appendix 2 to this Article.

**RULES FOR PARTICIPATION ON PLANNING MATTERS AT COUNCIL,
AREA PLANS SUB AND DISTRICT DEVELOPMENT MANAGEMENT COMMITTEE
MEETINGS**

1. The following persons shall be able, on request, to address the appropriate Area Plans Subcommittee and/or District Development Management Committee on any planning application or related matter within its terms of reference and included on any agenda, for a period of three minutes:
 - (a) one objector;
 - (b) one representative of any relevant Parish or Town Council for the purpose of explaining the views of that Council on the matter in question;
 - (c) one representative of any other authority consulted on the application or as a statutory consultee where they have so requested; and
 - (d) the applicant (or one nominated agent or representative);

In the case of planning applications which have a District wide significance, it shall be permissible for the Chairman of an Area Plans Subcommittee or the District Development Management Committee, to allow any Parish or Town Council to comment on such an application.

2. For the purposes of this Standing Order the definition of "planning application or any related matter" shall not include any existing or proposed enforcement act under the Planning Acts.
3. The Chairman of the Committee or Subcommittee may allow additional speakers in exceptional circumstances
4. Persons wishing to address the Committee or Subcommittee are required to register with Democratic Services by 4.00 pm on the day before the meeting. The Chairman may make changes or additions to speakers after that time at their discretion.
5. Persons addressing an Area Plans Subcommittee shall be allowed no more than three minutes to present their case. At the discretion of the Chairman, speakers may clarify matters relating to their presentation and answer questions from Subcommittee members.
6. Written submissions and photographic or similar material will not be considered by an Area Plans Subcommittee or District Development Management Committee. Any written submissions received after the agenda is produced will be verbally summarised and reported to the Committee.
7. The right to address the Committees is extended to both the Area Planning Subcommittees and the District Development Management Committee (but not to Council). Having previously made representations at an Area Subcommittee does not preclude any applicant, objector or parish/town council representative from speaking again when the matter is reconsidered.

Guidance for Members at Site Visits

Formal site visits may be requested by any planning committee. These can be requested either before a planning meeting or resolved at the meeting concerned. However, these consume resources and delay determination of an application. It is good practice to consider site visits only where there is a substantial benefit to the decision-making process, e.g. when the impact of the proposed development is difficult to visualise from prior inspection from a public place, or from the plans and the supporting material; or it is particularly contentious.

It is recognised that Councillors are subject to lobbying on specific applications. In such cases, it is essential that care is taken to maintain the Council's and its members' integrity so as to protect the credibility of the planning process.

Councillors are asked to bear in mind the following guidance when undertaking planning site visits so as to avoid the perception of pre-determination.

- Site visits should be undertaken at an agreed predetermined time and conducted in a single group with a planning officer present at all times.
- Members of the committee concerned are encouraged to attend site visits.
- The site visit is managed by the Chairman, Vice-Chairman or planning officer present. The Chairman or Vice Chairman will remind Councillors of the guidance at the beginning of each visit. Members of the committee or subcommittee should not enter into discussions with interested parties, such as the applicant, the agent or neighbours during the visit.
- Councillors/Planning Officers should not allow interested parties to use the site visit as an opportunity of lobbying members of the committee. It is made clear to other parties at the outset that the purpose is to gather information and to view the site only.
- Any questions from Councillors should be limited to questions of fact and directed, in the first instance, to the planning officer present and not directly to interested parties present.
- In the interests of fairness to all parties, members as a single group should consider the desirability of viewing an application site from more than one property when the site visit is arranged.
- Councillors must ensure that the application is not determined at the site visit
- Councillors should avoid acceptance of any hospitality at a site visit which could be misinterpreted by third parties.

Report to Overview and Scrutiny

Date of meeting: 23 March 2014

**Subject: Amendments to the Council's
Complaints Scheme**

Officer contact for further information:
J.Filby (Complaints Officer)

Committee Secretary: A Hendry



Recommendation:

That a report be made to Council recommending:

- (1) That Step 4 reviews of complaints by the Member Complaints Panel be discontinued;**
- (2) That consequent on the approval of recommendation (1) above:**
 - (i) The provisions relating to the Complaints Panel contained within the Constitution be removed; and**
 - (ii) The Appointments Panel be advised that nominations to the Complaints Panel will no longer be required.**

Report (Chairman of Constitution and Member Services Scrutiny Panel).

The Council's complaints scheme currently has four stages. The investigation of a complaint at each stage is undertaken by the following:

Step 1 - Manager of the service area concerned.

For example: Benefits Manager; Housing Options Manager, Principal Planning Officer, Waste Manager.

Step 2 - Director, or more usually, an Asst. Director.

Step 3 - Complaints Officer on behalf of the Director of Governance (responsible for the Compliments and Complaints scheme) and the Chief Executive.

Step 4 - Member Complaints Panel

The Local Government Ombudsman has previously expressed surprise that EFDC has a four stage complaints procedure. No other Councils in Essex, and virtually no other Councils across the country, have as many stages or offer a final review by Members.

However, the last Step 4 review by EFDC's Member Complaints Panel was back in 2007, eight years ago. There is a good reason why no Step 4 reviews by Members have been undertaken since then and also why none are foreseen for the future.

In 2006, the Local Government Ombudsman introduced what has become known as the *12 week rule*.

The Ombudsman takes the view that Councils should be able to complete **every** stage in their own complaints procedure within 12 weeks of their first receipt of the complaint. If a Council is unable to do so, the complainant has the right to bypass any remaining stages in the Council's complaints procedure and instead take their complaint to the Ombudsman.

However, the current design of EFDC's complaints procedure makes it impossible to complete all four stages within 12 weeks for the following reasons.

Investigations at Steps 1, 2 and 3 usually each take around 3 - 4 weeks to complete. So, by the time a Step 3 review has been completed, the 12 week time limit is already fast approaching. But if a complainant remains dissatisfied and requests a further review, it takes a further 7 - 8 weeks to organise a meeting of the Step 4 Member Complaints Panel as illustrated below:

Time required	Action required
1 week	On formal closure of the Step 3 investigation, the complainant first of all has to be notified that they now have a further three weeks in which to submit their written statement for consideration by the Step 4 Complaints Panel
3 weeks	Time allowed for complainant to submit their written statement.
Up to 2 weeks	Required by officers to prepare the Council's response to the complainant's statement once received.
1 week	For agenda preparation, printing and circulation.
1 week	The agenda pack has to be received by all who will be attending at least one week before the Step 4 meeting.

It has therefore become routine that complainants have to be advised that, because it will not be possible to offer them a Step 4 review within the 12 week time limit, they now have the right to bypass Step 4 and instead take their complaint to the Ombudsman. Unsurprisingly, all complainants since 2007 who wanted a further review of their complaint upon completion of the investigation at Step 3 decided to exercise that right. Consequently, there has been no requirement for the Step 4 Panel to meet during the last eight years.

There is no indication that the Ombudsman will either remove or relax the 12 week rule so it is anticipated the above position will continue. The Step 4 Complaints Panel would therefore continue to exist in name but have no actual function to fulfil.

If members agree to the removal of the Step 4 Panel, consequential amendments will be required of the Constitution. It is therefore appropriate that this is reported to full Council at its April 2015 meeting in order that changes can be taken into account by the Appointments Panel in May 2015.

Options considered and rejected:

1. Discontinue either Step 1 or Step 2 or Step 3 reviews but retain a final review by the Member Complaints Panel.

Rejected as this would not resolve the "12 week time limit" problem for completing the investigation of a complaint because whichever two of these three stages (Steps 1, 2 or 3) were retained would still require a total of around 8 weeks to complete. That would still not leave the further 7-8 weeks needed to then organise a Complaints Panel review before the 12 week time limit expires.

2. Discontinue Steps 2 and 3 to leave only one review by officers plus a final review by Members.

Rejected Around 350- 400 complaints are received by the Council every year. The vast majority are concluded at Step1 - only around 40 progress to Step 2/3. But discontinuing Steps 2 and 3 would mean the only review would then be by service managers. The Asst

Directors and Directors (who currently deal with complaints at Step 2) and the Complaints Officer (who currently deals with complaints at Step 3) would have no input at all which is considered to be a very high risk strategy.

The only officer review of a complaint could not be undertaken by either Asst. Directors / Directors or by the Complaints Officer as they certainly do not have the capacity to deal with all the 350-400 complaints currently considered by the service managers at Step 1 each year.

Whilst a single review by service managers with a final review by Members could just about be achieved within the 12 week time limit, this would mean the Member Complaints Panel having to potentially meet anything up to 40 times a year (it would not be practical to try and consider more than one complaint at each meeting) in order to deal with all those complaints where the complainant has asked for a further review.

Consultation undertaken:

The Local Government Ombudsman, the Council's Management Board and Leadership Team all support the recommendation.

Resource implications:

Budget provision: None

Personnel: None

Land: None.

Community Plan/BVPP reference: None

Relevant statutory powers: None

Background papers:

Environmental - None

Human Rights Act - complainants have a final right of review of their complaint by, depending on the nature of the complaint, either the Local Government Ombudsman or the Housing Ombudsman.

Crime and Disorder Act- None:

Key Decision reference: None

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Origin

At its meeting on 16 September 2014, the Overview and Scrutiny Committee agreed the establishment of a new Task and Finish Panel to review the Council's Grant Aid Scheme for Sports, Arts, Leisure and Community Groups in terms of the overall policy/guidance and procedures for Major Grants and Service Level Agreements including those for the determination of applications, and those for the pre and post determination stages.

Draft Terms of Reference

To review the current structure of the Grant Aid Scheme, taking into consideration the terms of the overall policy/guidance and procedures those for the determination of applications, and those for the pre and post determination stages and how this framework would best fit the structure of the Council.

(1) To specifically consider:

- The eligibility criteria and assessment arrangements for funding taking into account the budget available and the thematic areas in the leisure and cultural strategy;
- The grant maxima;
- Appropriate arrangements for safeguarding of children and adults with needs of care and support;
- Appropriate arrangements for the monitoring of expenditure; and
- Review procedures.

(2) To consider any other matters that are deemed appropriate.

Aims and Objectives

- (a) To report findings to the Overview and Scrutiny Committee and to submit a final report for consideration by the Committee and the Council by 27 April 2014;
- (b) To gather evidence and information in relation to the review through the receipt of appropriate data, presentations and by participation in fact-finding visits to other authorities if necessary;
- (c) To have due regard to relevant legislation and the Council's procedures; and
- (d) To consult political groups and independent Councillors during the review process.

TIMESCALE	ESTIMATED	ACTUAL
Commencement:	First meeting to be held on 14 January 2015	
<u>Finish</u>	Final meeting to be held on 16 April 2015	

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Grant Aid Task and Finish Panel (Chairman – Cllr C P Pond)			
Item	Report Deadline / Priority	Progress/Comments	Programme of Future Meetings
First meeting to define Terms of Reference – 14 January 2015	Final Report by April 2015	Final Report to go to the April 2015 O&S Committee meeting. Final Report will request permission to continue Panel in 2015/16 to examine the Grants delivered via 3-year SLA's.	1 st meeting held on 14 January 2015; 2 March 2015 31 March 2015 16 April 2015
Review of current Grant Aid Scheme for one-off Grants	2 March 2015	Terms of Reference amended to take account of the Care Act 2014 Current scheme reviewed and a number of options for revising the scheme considered; some of which agreed for further thought, others discarded.	
Proposed Revisions to the Grant Aid Scheme for One-Off Grants to be considered	31 March 2015		
Proposed Final report of Panel to be considered and agreed.	16 April 2015		

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Overview and Scrutiny Work Programme – March 2015

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 - (10) 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.	Now for March 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.	
(10) To received a presentation from NEPP	April 2015		
(11) Task and Finish Panel to look at future of the Youth Council	February 2015	The Committee constituted a Task and Finish Panel to look at the future of the EFDC Youth Council	

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	COMPLETED	
(10) Housing Key Performance Indicators (KPI) – Quarter 2	February 2015	COMPLETED	
(11) Briefing on the proposed Council rent increase for 2015/16	February 2015	COMPLETED	
(12) Proposed housing service improvements and service enhancements – 2015/16	February 2015	COMPLETED	
(13) Housing Key Performance Indicators (KPI) – Quarter 3	March 2015	Scheduled for March meeting	
(14) HRA Business Plan 2015/16	March 2015	Scheduled for March meeting	
(15) 12-monthly Progress Report on Housing Business Plan Action Plan	March 2015	Scheduled for March meeting	

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)	March 2015	Scheduled for March meeting – but may need to be deferred due to workload and other priorities	
(23) Housing Service Strategy on Anti-Social Behaviour (Review and update)	March 2015	Scheduled for March meeting – but may need to be deferred due to workload and other priorities	
(24) Homelessness Strategy 2015-2018	March 2015	Scheduled for March meeting – but may need to be deferred due to workload and other priorities	

(25) Housing Service Strategy on Older People's Housing (Review and update)	March 2015	Scheduled for March meeting – but may need to be deferred due to workload and other priorities	
(26) Housing Service Strategy on Housing and Estate Management (Review and update)	March 2015	Scheduled for March meeting – but may need to be deferred due to workload and other priorities	
(27) Housing Service Strategy on Empty Properties (Review and update)	March 2015	Scheduled for March meeting – but may need to be deferred due to workload and other priorities	
(28) Report of the Tenant Scrutiny Panel on its Service Review of Tenant Involvement	July 2015	Deferred to at least July 2015 – since the Tenant Scrutiny Panel has not yet completed its work and is also struggling with its membership numbers	
(29) Possible operation of operating a "Sinking Fund" for new leaseholders in new or existing flat blocks where there are no existing leaseholders	July 2015	Deferred due to workload and other officer commitments to July 2015	
(30) Housing Strategy 2015-2018	October 2015	Deferred – to October 2015, due to delays with the formulation of the Local Plan Preferred Options	
(31) Presentation on progress with Essex Landlord Accreditation Scheme	February 2015	COMPLETED	

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; 3 March; 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	First draft considered November 2014, re-draft required for a later meeting.	
(6) Constitution – Minority References	16 February 2015	COMPLETED	
(7) Constitution – Thresholds for Leases and Licences	16 February 2015	To be submitted to a later meeting	
(8) Constitution – Council Procedure Rules	Starting 27 November 2015	Part completed to be considered again at the meeting	
(9) Constitution – Use of Chairman's Casting Vote	16 February 2015	COMPLETED	
(10) Operation of the Planning Committees.	16 February 2015	COMPLETED – Referred to OSC and Council for approval	
(11) Review of operation of the Complaints Panel	3 March 2015	COMPLETED - considered at the March meeting.	

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

Item	Report Deadline / Priority	Progress / Comments	Programme of Future Meetings
(1) Enforcement activity	Next due - July 2015	Six monthly report to Panel –last went to the January 2015 meeting	15 July 2014
(2) CCTV action plan review	Next due - July 2015	Six monthly report to Panel – last went to January '15 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	The January 2015 meeting received a progress report.	
(7) Receive notes of Bobbingworth Nature Reserve liaison group	As appropriate	Notes reported to Panel at first available meeting following receipt – the Sept. 14 minutes went to the January 2015 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 – January '15 meeting received notes from the October '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.	Went to the February 2015 meeting.	The October 2014 O&S Committee asked that this Panel consider the PICK form on Air Pollution in the District. A report went to the February '15 meeting.	
(15) To review the specific quarterly KPI's for 2014/15	As Appropriate	Reviewed Q3 figures at February '15 meeting	
(16) Presentation on Drainage and Engineering	February 2015	A presentation on Drainage was given to the Feb. 2015 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 b. Notification of consultation regarding Building More Homes on Brownfield Land. Due to time constraints the Panel responses were passed to Ast Dir Development Management for return to Govt– 26 Feb 2015	
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).	19 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 and March 2015 meetings.	
(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) COMPLETED

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 15-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 (21 April 2015).	

Grant Aid Task and Finish Panel (Chairman – Cllr C P Pond)			
Item	Report Deadline / Priority	Progress/Comments	Programme of Future Meetings
First meeting to define Terms of Reference – still to be had.	Final Report by March 2015	Final Report to go to the March 2015 O&S Committee meeting.	1 st meeting held on 14 January 2015; 2 March 2015

**Youth Engagement Task and Finish Panel (Chairman – To be appointed)
2014/15**

Item	Report Deadline/Priority	Progress/Comments	Programme of Meetings
(1) Terms of reference, scoping report and work programme	Terms of reference and work programme to be considered at initial meeting and referred to Overview and Scrutiny Committee (27 April 2015) for adoption	Member nominations to membership of Panel still outstanding. Chairman and Vice-Chairman to be appointed at first meeting	To be arranged



**Epping Forest
District Council**

THE KEY DECISION LIST

INCLUDING PROPOSED PRIVATE DECISIONS

(2 March 2015)

The Key Decision List including Proposed Private Decisions

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

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

Key Decisions

The Council's Constitution defines key decisions as:

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

Borrowing or lending decisions undertaken under delegated authority by the Director of Resources are not defined as a key decision.

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

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

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

Private Decisions

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

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

Corporate 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

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WORK PROGRAMME - 2 MARCH 2015 TO 1 JUNE 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	
Council Constitution	To approve the new Constitution for the Council	Yes	26 April 2016	Council		Simon Hill 01992 564249	Agenda & Minutes of the CMS Scrutiny Panel

WORK PROGRAMME - 2 MARCH 2015 TO 1 JUNE 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	11 June 2015	Cabinet		Kassandra Polyzoides 01992 564119	Strategic Flood Risk Assessment Stage I

WORK PROGRAMME - 2 MARCH 2015 TO 1 JUNE 2015

PORTFOLIO - FINANCE

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Corporate Risk Update	Quarterly update of the Corporate Risk Register	Yes	19 March 2015 13 April 2015	Finance and Performance Management Cabinet Committee Cabinet		Bob Palmer 01992 564279	
Council Bailiff	Review of the internal Bailiff service	Yes	23 July 2015	Cabinet		Rob Pavey 01992 564211	None
Local Council Tax Support Scheme 2016/17	Review of the Scheme for 2016/17: 1...Consider amendments 2...Finalise Scheme 3...Approve Scheme	Yes	 23 July 2015 3 December 2015 15 December 2015	 Cabinet Cabinet Council		Janet Twinn 01992 564215	

WORK PROGRAMME - 2 MARCH 2015 TO 1 JUNE 2015

PORTFOLIO - ENVIRONMENT

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Tree Works Contract	Two year extension of contract for major tree works	No	10 April 2015	Environment Portfolio Holder		Kim Durrani 01992 564055	
Waste Management Partnership Board 2015	Approve the formation and Terms of Reference off the new Board to oversee the new Waste Management contract with Biffa	Yes	13 April 2015	Cabinet		Kim Durrani 01992 564055	
Transfer of Storm Grilles on main rivers from EA to EFDC	Council requested to act as agents for Environment Agency to monitor & clear 12 storm grilles on main rivers across the District	Yes	3 September 2015	Cabinet		Kim Durrani 01992 564055	

WORK PROGRAMME - 2 MARCH 2015 TO 1 JUNE 2015

PORTFOLIO - HOUSING

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
De-Designation of Older People's Properties	To determine if/which properties designated for older people should be de-designated for general needs	Yes	20 February 2015	Housing Portfolio Holder		Roger Wilson 01992 564419	
Development Packages - Council Housebuilding Programme	To agree which are developed and in what order	Yes	5 March 2015	Council Housebuilding Cabinet Committee		Paul Pledger 01992 564248	
Annual Review of Waivers to Contract Standing Orders	To agree required waivers to Contract Standing Orders.	No	9 March 2015	Cabinet		Paul Pledger 01992 564248	
Housing Improvements and Service Enhancements 2015/16	To agree the list of improvements & enhancements for 2015/16.	Yes	9 March 2015	Cabinet		Alan Hall 01992 564004	
Revision of the Housing Allocations Scheme 2015	Amendments to the Housing Allocations Scheme after 12 months operation	Yes	9 March 2015	Cabinet		Alan Hall 01992 564004	Equality Impact Assessment Legal Advisor's Report
Review of the Tenancy Policy	Amendments to the Tenancy Policy after 12 months operation	Yes	9 March 2015	Cabinet		Alan Hall 01992 564004	
Tenders for Double Glazing Installations in Blocks with	To agree the tenders	Yes	13 March 2015	Housing Portfolio Holder		Paul Pledger 01992 564248	Tender Report

Leaseholders							
Homelessness Strategy	Adoption of the new Strategy	Yes	3 April 2015	Housing Portfolio Holder		Roger Wilson 01992 564419	
Council Housebuilding Programme Review	Annual review of sequencing/phasing of potential development sites.	Yes	13 April 2015	Cabinet		Alan Hall 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	
Tenders for Choice Based Lettings Agency	To approve the tender to be selected.	Yes	19 June 2015	Housing Portfolio Holder		Roger Wilson 01992 564419	
Housing Service Standards	Review and amendments to the Service Standards	Yes	31 July 2015	Housing Portfolio Holder		Alan Hall 01992 564004	
Off Street Parking Programme 2016/17	To approve the Programme for 2016/17	Yes	4 February 2016	Cabinet		Paul Pledger 01992 564248	

WORK PROGRAMME - 2 MARCH 2015 TO 1 JUNE 2015

PORTFOLIO - LEISURE & COMMUNITY SERVICES

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	
	To approve capital expenditure for the Redevelopment Project		9 March 2015	Cabinet			

WORK PROGRAMME - 2 MARCH 2015 TO 1 JUNE 2015

PORTFOLIO - SAFER, GREENER AND TRANSPORT

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Safeguarding Self-Assessment Audit	To consider the outcome of the Audit from January 2015 and adoption of updated Safeguarding Policy	No	9 March 2015	Cabinet		Julie Chandler 01992 564214	
Schemes for nomination to NEPP	Nomination of minor parking schemes to NEPP (delegation of authority to Portfolio Holder)	No	9 March 2015	Cabinet		Kim Durrani 01992 564055	

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
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WORK PROGRAMME - 2 MARCH 2015 TO 1 JUNE 2015

PORTFOLIO - ASSETS & ECONOMIC DEVELOPMENT

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
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.	Yes	2 December 2013	Cabinet	YES, paragraph (3)	Chris Pasterfield 01992 564124	Report by Colliers International
	To enter into an agreement with Polofind Limited for development of the Shopping Park.		2 February 2015	Cabinet			
	Update report on progress with project.		9 March 2015	Cabinet			
	Update report on progress with project.		13 April 2015	Cabinet			
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 - 2 MARCH 2015 TO 1 JUNE 2015

**PORTFOLIO - GOVERNANCE & DEVELOPMENT
MANAGEMENT**

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