



Overview and Scrutiny Committee Tuesday, 10th February, 2015

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

**Council Chamber, Civic Offices, High Street, Epping
on Tuesday, 10th February, 2015
at 7.30 pm .**

**Glen Chipp
Chief Executive**

**Democratic Services
Officer:**

Simon Hill, Senior Democratic Services Officer, Directorate
of Governance
email:democraticservices@eppingforestdc.gov.uk Tel: 01992
564249

Members:

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

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

WEBCASTING NOTICE

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

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

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

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

1. WEBCASTING INTRODUCTION

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

2. The Chairman will read the following announcement:

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

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

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

2. APOLOGIES FOR ABSENCE

3. SUBSTITUTE MEMBERS

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

4. MINUTES (Pages 7 - 14)

Decisions required:

To confirm the minutes of the meetings of the Committee held on 12 January 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. CORPORATE PLAN 2015/16 - 2020/21 (Pages 15 - 38)

(Director of Governance) To consider the attached report.

**7. OVERVIEW AND SCRUTINY PANEL FRAMEWORK REVIEW -
RECOMMENDATIONS OF TASK & FINISH PANEL (Pages 39 - 50)**

(Councillor Mrs. M. Sartin) To consider the attached report of the Task and Finish Panel, setting out recommendations for the future structure of the Council's overview and scrutiny framework.

**8. LEA VALLEY REGIONAL PARK AUTHORITY - PARK DEVELOPMENT
FRAMEWORK CONSULTATION (Pages 51 - 56)**

(Director of Governance) To Consider the attached consultation report.

9. WORK PROGRAMME MONITORING (Pages 57 - 76)

(a) To consider the updated work programme

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

Decision Required:

Item 10 of the work programme has the NEPP coming to the April 2015 meeting of this Panel. Members are asked to consider what they would like to discuss with the offices from NEPP, noting that they should keep it to general concerns about their service and strategic issues.

(b) New Work

Decision Required:

To consider the attached PICK form submitted by Councillor Kane concerning the Youth Council. Members are asked to consider how they would like this work dealt with. Would they like it to be considered by this Committee or go to an existing Scrutiny Panel or to set up a Task and Finish Panel.

(c) Reserve Programme

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

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

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

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

10. REVIEW OF CABINET FORWARD PLAN (Pages 77 - 92)

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

11. 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.

This page is intentionally left blank

EPPING FOREST DISTRICT COUNCIL OVERVIEW AND SCRUTINY MINUTES

Committee: Overview and Scrutiny Committee **Date:** Monday, 12 January 2015

Place: Council Chamber, Civic Offices, High Street, Epping **Time:** 7.30 - 8.30 pm

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

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

Apologies: Councillors L Girling and A Watts

Officers Present: D Macnab (Deputy Chief Executive and Director of Neighbourhoods), S G Hill (Assistant Director (Governance & Performance Management)), G Wallis (Community, Health & Wellbeing Manager), D Butler (Young Persons Officer), L Walton (Young Persons Assistant), G. Nicholas (National Management Trainee), A Hendry (Democratic Services Officer) and M Jenkins (Democratic Services Assistant)

43. 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.

44. SUBSTITUTE MEMBERS

There were no substitute Members for the meeting.

45. MINUTES

RESOLVED:

That the minutes of the meeting held on 10 November 2014 be signed by the Chairman as a correct record.

46. DECLARATIONS OF INTEREST

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

47. PRESENTATION FROM YOUTH COUNCIL

The Committee received a presentation from six members of the Youth Council, Doncho Atanassov, Matthew Tinker, Olivia Storey, Joseph Pascoe, Jaymey Mclvor and Leonora Troshupa. They were joined by thirteen other Youth Council members.

They were there to give an overview of what the Epping Forest Youth Council has been up to over the past year. This was their first year in office of the two they were elected for.

The Committee noted that:

- There had been 45 candidates standing for just 21 seats, all aged between 13 and 17;
- 2488 votes were cast;
- Their aim was to ensure that all their peers and their schools became involved in their work and to continue to be a link between school Councils, the wider youth of the district and the District Council.

By far their highest profile event last year was the Youth conference held in the Council officers on 14 October 2014. 90 pupils from years 7, 8, 9 and 10 representing ten secondary schools from the District attended. They were consulted about issues affecting the lives of local young people; gathering their views on possible solutions and gather ideas on how to improve the local community. They were also keen to promote local democracy.

Three main concerns were highlighted. They were alcohol misuse, bullying and stress. Other issues raised were around skills and jobs and the need for more volunteering opportunities, the misuse of drugs particularly 'legal highs'.

They asked the Council Members to consider how they could help them lobby for these issues to be addressed. Their findings were shared with the Local Strategic Partnership and the Epping Forest Youth Strategy Group.

The Youth Council launched a campaign called '#URNotAlone' during national Bullying Awareness week in November; highlighting services and support groups for victims of bullying and their parents and also gave presentations to all year 9 pupils in the district. To complement this presentation they designed a USB memory stick wrist band that promoted the #URNotAlone Bullying Awareness campaign. It included a link to the EFYC web page which had the fact sheet promoting phone numbers and support groups. The project was deemed a great success by pupils, parents and teaching staff and the Youth Council were really proud of this piece of work.

Social Media was also an important part of their work as it promoted their work and raised the profile of young people in the district. They had 458 followers on Twitter and 185 'likes' on Facebook. Recently they had over 7200 views on Twitter and 42 new followers and by last week this had doubled.

They had been asked to contribute to 10 consultations this year and were pleased to have representations on the Epping Forest Youth Strategy Group.

Youth volunteering was a big theme for them and as young volunteers they were passionate about encouraging other young people to volunteer. The Council's Youth Volunteer Programme was now being taken up by all secondary schools in the district. They had tried out one of the youth volunteer days back in August when they were supported by staff from the City of London to help clear an area of woodland.

They have also noted that there was a need to break down barriers between the older residents and the young people in the district. The previous youth councillors developed the inter-generational project which had been well received by the residents from Jubilee Court in Waltham Abbey and Leonard Davis House in North

Weald. They were aiming to organise two events in different areas over the forthcoming year. One of these events would be held at Buckhurst Court in Buckhurst Hill in partnership with the Voluntary Action Epping Forest Carers Group and the Sheltered Housing Team.

Another event they have been involved in was a project developed by Community Services called Rural Roots. A large scale community fun day was organised in the village of Fyfield in the summer and they were pleased to support this in a number of ways. In advance of the event they spoke to businessmen and collected donations to the value of £400 and manned stalls on the day and raised a further £120 for the Help the Heroes charity, a total of £520.

They had secured external funding of £1200 from the Jack Petchey Foundation, £900 from Think Big O2 for their project work and a further £750 from the Jack Petchey Small Grants awards. That made a total of £2850 that the Youth Council had brought into the district over the last 9 months.

A further notable achievement was youth councillor Evangeline Foster, who was selected as an Ambassador for the prestigious 'Step Up to Serve' campaign for her community and volunteering work. She also sat on the Essex Police and Crime Commissioner Youth Forum and had taken part in County consultations to address the issues raised by young people.

They had hoped that they had shown that the 21 Youth Councillors have developed strong links with schools and youth groups and had connected with many thousands of their peers on behalf of the council.

They thanked the Committee for letting them give this presentation and invited members to come and attend any of the monthly Youth Council meetings that they hold to see what they did.

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

Councillor Murray complimented the Youth Council on the good quality of their presentation. He would like more details on how they fed back to schools and the communities and how they received information back in return. He was told that they were all members of their School Council and they informed them of the projects taking place. There was also a variety of ways that they could inform the various groups including Twitter and Facebook which had recently doubled their following. They also used school assemblies and received feedback partly through meetings and through the school suggestion boxes that could be used for anonymous comments and suggestions.

Councillor Sartin was also impressed with the quality of the presentation and wondered what other areas, apart from the youth voluntary programme, were to be covered in the coming year. She was told that their manifesto showed what their main areas of interest were. They would tailor events and projects based on this.

Councillor Surtees said that there was good interaction between the Youth Council and the Ongar Youth Plus Group. How did they address the equalities issues, especially in groups that miss out on normal elections processes and means of contact? He was told that the Youth Council would get further involved in this type of involvement in the future. At present they engaged with young people not in main stream education and also had youth councillor on their council who was home schooled. They also undertook visits to various youth projects.

Councillor Chambers said that he had gained a lot from their presentation and asked if they would consider going into primary schools to give them talks and presentations. He was told that was a good idea, they had not been as yet but they would like to do so in the future.

Councillor Murray said that he now had a more positive image of young people and he would like the minutes to reflect that:

- The Committee would like to thank the Youth Council for their presentation and the work they have done so far;
- The Committee were impressed with the depth of work they were carrying out; and
- The importance that the Committee attaches to the Youth Council.

The Chairman thanked the Youth Council for their impressive presentation and also thanked Gill Wallis and Diane Butler for the work they had done with the Youth Council.

48. KEY OBJECTIVES 2014/15 - QUARTER 2 UPDATE

The Director of Neighbourhoods, Derek Macnab introduced the report on the Cabinet key Objectives, quarter 2 progress. The key objectives were designed to provide a clear statement of the Council's overall intentions for each year and were supported by a range of actions and deliverables designed to achieve specific outcomes.

This report presented six months progress from 1 April to 30 September 2014 against the key objectives for 2014/15.

It was noted that at the end of the second quarter of the year:

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

Councillor Angold-Stephens queried the fourth objective, to promote cultural change, items (a) and (b) (i). The target date said end of December and said that it was on target. Should it say it's behind target? Mr Macnab replied that this was reporting progress only up to the end of September. But he would take it back and have a look at it.

Councillor Angold-Stephens also queried 4 (c) (i) where it mentions a poster campaign for November. Had this begun as yet? Mr Macnab said that the Chief Executive would be launching that campaign at the next Staff Briefing. He agreed that there had been some slippage on this.

Councillor Wixley noted that 4(f) (i) spoke about breaking down silo working. It would be difficult to change attitudes; but was there some sort of induction course that explained the working of the Council. Mr Macnab said that they did have corporate induction process. Also with the recent restructure there were fewer directorates now. They were pursuing a number of actions on a number of fronts, but cultural change took time.

Councillor Surtees wanted to know if the Local Development Scheme preferred options were still on schedule for May 2015. Mr Macnab replied that the LDS as published had a target date of mid-May but there was likely to be some slippage.

RESOLVED:

That the progress in relation to the Key Objectives for 2014/15 for the second quarter of the year be noted.

49. WORK PROGRAMME MONITORING

Overview and Scrutiny Committee

The Committee noted their work programme to date.

(a) They noted that they were to receive a presentation from the Mental Health Services and were asked if there was anything that they specifically wanted to be discussed.

Councillor Sartin said that the Youth Council had spoken about mental health issues for young people would this be an appropriate topic.

Councillor Wixley noted that at the last meeting to consider this topic a member of the public attended to ask some questions on local services and he would support having that same person attend the next meeting as well. Councillor Angold-Stephens said that he would support that suggestion. He had raised a number of issues at the time and had not got an adequate reply.

This suggestion was agreed by the Committee.

Councillor Murray asked for a more general approach to be taken and that we ask them to share a public spot analysis with us, where we could see any weaknesses, any opportunities and threats. He accepted that it would be a public analysis. Could we ask them to do this?

Councillor Surtees wanted to ask about how they integrated services with other bodies, especially people who present particular difficulties such as dual diagnosis and maybe criminality and care needs.

Councillor Whitbread noting that the Youth Council were interested in mental health, issues thought that we should ask them to attend this meeting.

(b) The Committee noted that the Cabinet at their meeting on 15 December 2014 had asked that the North Essex Parking Partnership (NEPP) be invited to a meeting of the O&S Committee. The Committee considered how they would like to handle this request.

Councillor Sartin said that this committee would be the best suited to ask NEPP to attend as it was also webcast. Councillor Wixley supported this.

Councillor Whitbread said that NEPP were keen to come before this committee and answer questions and this was the best Committee to get full attendance.

Scrutiny Panels

Housing Scrutiny Panel

The Chairman of the Housing Scrutiny Panel noted that they had a busy October meeting and noted that their item 7, review of the housing allocations scheme and tenancy policy, was now out for consultation. Important items coming up at their next meeting were the briefing on the proposed Council rent increase, the proposed housing service improvements and service enhancements and especially the possible operation of operating a "Sinking Fund" for new leaseholders in new or existing flat blocks where there are no existing leaseholders. Councillor Angold-Stephens suggested that this might be suitable for a Task and Finish Panel or a Working Group to be set up to consider. Councillor Murray replied that they had agreed the parameters that the report would cover; they would now see what the report had to say and may well take up his suggestion.

Constitution and Member Services Scrutiny Panel

The Chairman of the Panel, Councillor Sartin noted that they had started work on the Constitution at their last meeting; this would be a long process and they also now have an extra meeting programmed in.

Safer Cleaner Greener Scrutiny Panel

Councillor Lea, the Chairman of the Panel noted that they had an interesting meeting on CCTV in January and would be dealing with air pollution and flooding issues at their next meeting.

Planning Services Scrutiny Panel

The Chairman of the Panel, Councillor Chambers noted that the Panel had last met in on 9 December looking at the Local Plan.

He noted that over the Christmas period there had been a number of consultations; because of this they had agreed that the Panel members could be contacted by email to give their views and enable the consultations to be answered on time.

Finance and Performance Management Scrutiny Panel

Councillor Church, the Chairman of the Panel noted that their next scheduled meeting (19 January) would be held with the Cabinet Finance Committee who would act as hosts for the Scrutiny Panel members. It was noted that all members' not just Scrutiny Panel members were welcome to attend this meeting. Councillor Whitbread said that the budget process had been going on since July yet very few members had bothered to turn up and engage in the discussion on the future budget.

At their last meeting the Panel had also considered the KPI's for commercial premises as a part two item.

Task and Finish Panels

Scrutiny Panels Review Task and Finish Panel

It was noted that this Panel was to hold its last meeting in a few days time; any recommendations would go to the next meeting of this Committee.

Grant Aid Task and Finish Panel

This Panel is to hold its first meeting on 14 January 2015.

50. REVIEW OF CABINET FORWARD PLAN

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

CHAIRMAN

This page is intentionally left blank



Report to the Overview and Scrutiny Committee

Date of meeting: 10 February 2015

Portfolio: Leader (Councillor C. Whitbread)

Subject: Corporate Plan 2015 – 2020

Responsible Officer: B. Copson (01992 564242)

Democratic Services Officer: A. Hendry (01992 564246)

Recommendations/Decisions Required:

- 1) That the Committee considers and provides comment on the Council's proposed new Corporate Plan for 2015/16 to 2019/20; and**
- 2) That the Committee considers and provides comment on the proposed Key Action Plan for 2015-2016.**

Executive Summary:

1. The Corporate Plan 2011 to 2015 is the authority's current key strategic planning document. The Plan is largely based around the Council's medium term priorities for that period, and includes the Council's Key Objectives for 2011- 2012.
2. As the lifetime of the current Corporate Plan comes to an end on 31 March 2015 a new Corporate plan has been developed to take the authority forward over the period from 2015/16 to 2019/20.
3. The Council's main areas of focus for the five year lifetime of the new Plan have been captured in a new set of Corporate Aims. In addition a new five year set of Key Objectives has been developed to support the Aims. These Corporate Aims and Key Objectives replace the existing Medium Term Aims and Key Objectives. A separate annual Corporate Key Action Plan for 2015-2016 has been developed to deliver the work towards the achievement of each objective during that year.

Report:

Corporate Plan 2015 to 2020

4. The Corporate Plan is the Council's highest level strategic document. It sets the strategic direction for the authority for the lifetime of the plan, and as such informs all other plans produced by the Council. The Corporate Plan does not cover everything that the authority does, focusing instead on a number of key areas that it needs to focus on over the lifetime of the Plan. These include issues arising from the financial context within which the Council operates, things that matter most to our residents, and local challenges arising from the social, economic and environmental background of the district. Therefore as a strategic document, the Corporate Plan does not contain specific information on the wide range of services that the authority provides, or how it

delivers statutory duties or enforces legislation.

5. The Corporate Plan is an important element in the Council's Performance Management Framework and corporate business planning processes. It provides a framework for the development of detailed annual directorate business plans and other detailed service plans which in turn provide details of service provision and how the work by directorates and services directly contributes to the achievement of the Council's aims and objectives. The Corporate Plan also provides the policy foundation for the authority's Medium-Term Financial Strategy and helps in the prioritization of resources to provide quality services and value for money.
6. As the lifetime of the current Corporate Plan comes to an end on 31 March 2015 a new Corporate plan has been developed to take the authority forward over the period from 2015/16 to 2019/20. The draft new Corporate Plan is attached at Appendix 1 to this report.
7. The new Plan includes many of the sections found in the organisation's previous Council Plans including an overview of the district, a vision for the district, together with the Corporate Aims and Key Objectives pertinent to the life of the Plan. The most significant change to the structure of the Plan is the exclusion of the Key Cabinet Objectives Action Plan. The Action Plan, because it changes annually and will be published on the Council's website, will instead be accessible from the Corporate Plan via a hyperlink. This will enable the Action Plan to be updated more easily without affecting the structure of the Corporate Plan.
8. The Corporate Aims and Key Objectives are a central element of a Corporate Plan and as such the new Corporate Plan has been developed around them in a focused and interrelated way. The new Plan is a forward looking and organised document, shorter than the existing Corporate Plan, and whilst directed internally, it is written in plain English and is easily understandable to members of the public.
9. Like the existing Corporate Plan, and to minimise expenditure associated with the production of the new Plan, it will only be available via the Council's website.

Corporate Aims and Key Objectives

10. The strategic themes identified by Cabinet members and the Council's Management Board, for the authority for the next five years, have been refined into a set of three Corporate Aims. Additionally a new set of more specific Key Objectives to support the Aims has been developed with the input of all members of the Council's Leadership Team. These Corporate Aims and Key Objectives, have been considered by Cabinet members at Joint Management Board / Cabinet Member meetings in November 2014 and January 2015. The Plan and proposed aims, together with an outline of the key objectives, have been communicated to all staff and feedback invited.
11. The proposed Corporate Aims and Key Objectives are set out within the Corporate Plan at pages 6-9, attached at Appendix 1, and also in the Key Action Plan 2015 -2016 at Appendix 2 to this report.

Key Action Plan

12. Key Action Plans will continue to be set annually. Every year during the lifetime of the Key Objectives, the Key Action Plan will be updated and agreed between January and April, with actions to be undertaken over the following year to work towards the achievement of the Key Objectives. New actions will reflect the progress already achieved against the Objective and emerging priorities.
13. The Action Plans will be closely monitored as at present, and performance will continue to be reported quarterly to Cabinet and Overview and Scrutiny Committee. It should be

noted that the target dates currently shown against individual actions on the attached Action Plan could be subject to change between consideration by Members and prior to publication.

14. The Overview and Scrutiny Committee is requested to consider and provide comment on the draft Corporate Plan 2015 – 2020 and the Key Action Plan 2015 -2016.
15. The new Corporate Plan will be further considered by Cabinet in March 2015 before submission to Council for formal adoption in April 2015.

Resource Implications:

The design and production costs of the new Corporate Plan can be met from within the existing budget of the Performance Improvement Unit. Resource requirements for any specific key objective set out in this report will need to be identified by the relevant service director and reflected in the Council's Budget process.

Legal and Governance Implications:

There are no legal implications or Human Rights Act issues arising from the recommendations in this report, which ensure that the Council sets appropriate corporate priorities, and monitors progress and reports against the achievement of these priorities.

Safer, Cleaner and Greener Implications:

There are no implications arising from the recommendations in this report for the Council's commitment to the Nottingham Declaration for climate change, the corporate Safer, Cleaner and Greener initiative, or any Crime and Disorder issues within the district.

Consultation Undertaken:

The new Corporate Plan is a strategic planning document for the Council and which is directed internally. It is not considered that consultation with customers or external organisations is required. The Plan will be considered by the Cabinet and Overview and Scrutiny during its development. Employees have received a presentation on the Plan, aims and objectives.

Background Papers:

None

Impact Assessments:

The respective service director will have identified any risk management issues arising from proposals for the Council's Key Objectives for 2015/16-2019/20, as set out in this report.

Equality and Diversity

There are no equality implications arising from this report. Service Directors will have identified any equality issues arising from the proposed Key Objectives 2015/16 – 2019/20.

This page is intentionally left blank



Working for our future

A corporate plan for Epping Forest District Council
2015 - 2020



Page 19

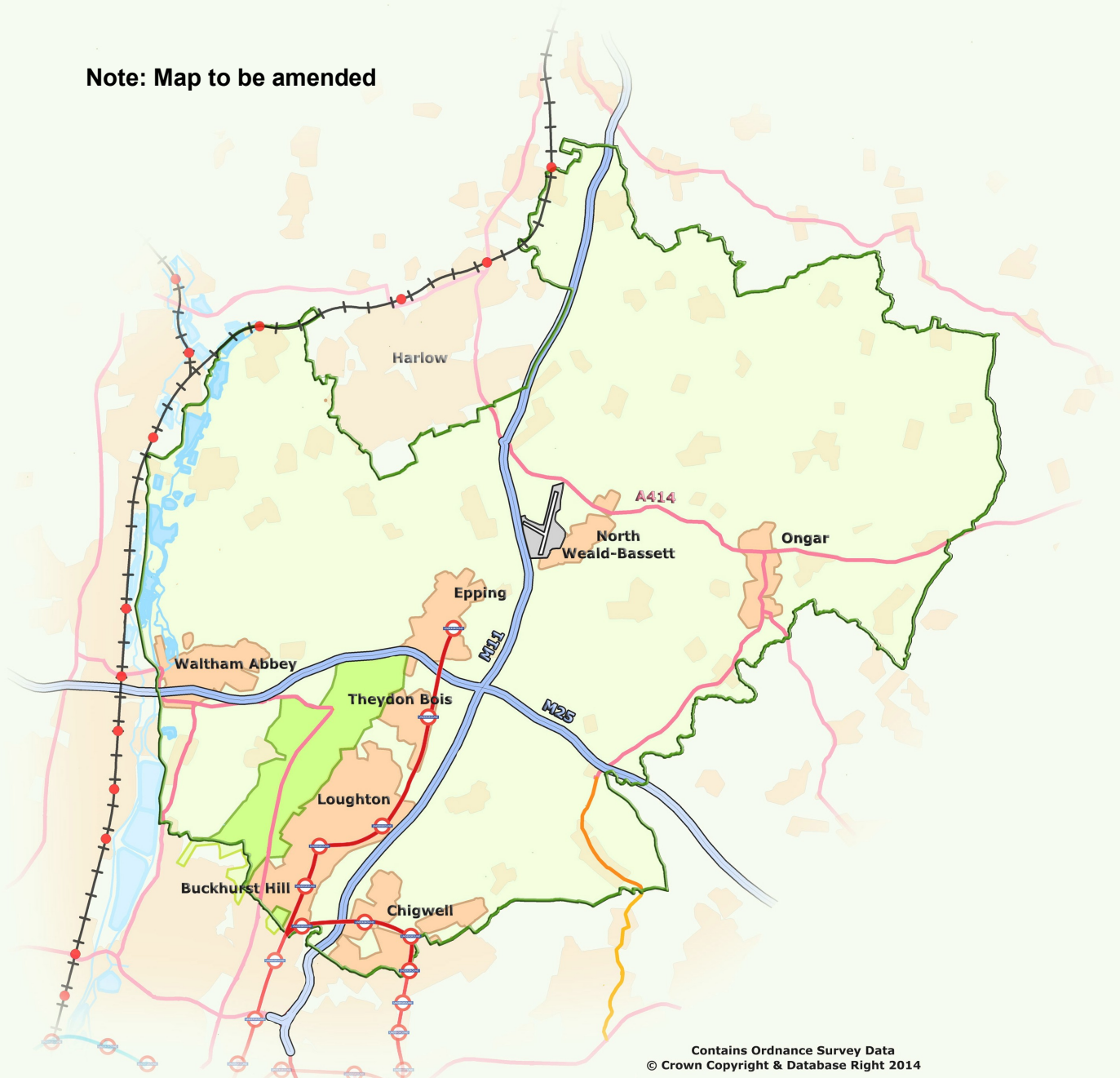
**Epping Forest
District Council**

www.eppingforestdc.gov.uk

Epping Forest - a district full of character. We want it to continue to be great place to live, work, play, study and do business.



Note: Map to be amended



Introduction

Welcome to Epping Forest District Council's Corporate Plan 2015 - 2020. This document sets out a framework for Council policy and decision-making over that five year period. It helps the Council to carry out its responsibilities in an ordered and logical way.

This Plan does four things:

1. It sets out a **vision** of where the Council wishes the district to be in five years' time.
2. It outlines **key aims and objectives** for the Council which are designed to ensure that the vision becomes a reality.
3. It indicates for its **partners in service provision** the path which the Council intends to take.
4. It **informs the local community** about what the Council wants to achieve, allowing Council Tax payers and others who live or work in the district to monitor progress and judge how successful the Council is in meeting local needs.

What does the Plan contain?

Section 1 (P4-5) District overview and vision

Epping Forest District profile as at 2015, highlighting important issues to be addressed over the five years of the Plan and beyond. A summary of the Council vision for the district in 2020.

Section 2 (P6-9) Strategic Aims and Key Objectives

The Council's three fundamental aims to achieve its vision, and the key objectives which support them - addressing the issues affecting the district and service delivery.

Section 3 (P10-11) Reporting the Council's Performance and Partnership Working

With information and hyperlinks to performance information about the Council and its partnerships with other organisations.

Our district

Epping Forest District in Essex takes its name from the forest which runs from its southern boundaries northwards. The district shares boundaries with Greater London and Hertfordshire.

The three main settlements of Buckhurst Hill, Chigwell and Loughton contain more than half the district's population of approximately of 124,700 people. However, this southern area amounts to only five percent of the district. The remaining 95 percent is made up largely of separate market towns, villages and hamlets in attractive countryside. Most of the district is designated within the protective status of the Metropolitan Green Belt.

Services are provided at three levels by Essex County Council, Epping Forest District Council and local Town and Parish Councils.

District Council services include:

- housing
- street cleansing
- waste collection and recycling
- sports and recreation
- planning applications for homes and business
- voter registration
- benefit administration
- council tax and business rate collection
- environmental health

County Council services include:

- education
- social care
- highways and transportation

Parish and Town Council services include:

- allotments
- burial grounds and cemeteries
- public halls
- playgrounds and sports grounds

Forecasts suggest that the population of the district could rise significantly from the current 124,700 over the next twenty years.

A key factor in this estimated growth, is that life expectancy in the district is higher than the national average and rising. Projections indicate that by 2020 over 55 percent of the district's population will be 60 years+.

Although the population of the district is fairly affluent there are some areas of deprivation with children living in poverty. Nearly a quarter of the district's adult population and almost a fifth of children in school year six are classified as being obese.

Unemployment is generally low. Many residents commute to jobs in London. The district is well connected by eight London Underground stations and a National Rail station. The M25 and M11 provide good road links including a fast route to Stansted Airport. Local employment opportunities centre on distribution, hotels, restaurants, banks and finance and public services.

Whilst crime and fear of crime remain a cause of local concern, in comparison with many other places, the district is a safe place to live and work.

Our vision

We want to make best use of existing infrastructure to meet the district's need for development in the most sustainable locations with the least possible impact on our natural and historic environment.

We want to keep the individual character, identity and separateness of our towns and villages by protecting the Green Belt.

We want new homes to meet the needs of local people while also supporting economic development. The scale of development should be appropriate to the size of our towns and villages, bringing vitality and other benefits to our communities.

We want to maintain and protect access to our open and natural spaces including Epping Forest, The Lea Valley Regional Park and the countryside.

We want more and better cultural, community and recreational facilities.

We want to keep our strong links with London whilst also developing a more sustainable local economy including increased leisure and tourism, aviation, research and development, food production and the building industry.

We want to build relationships with our partners to develop initiatives and service improvements with reduced costs, greater efficiency and better value for money.

We want to design and build our services around the needs of our aging population and residents living in deprivation.

We want a low Council Tax.

We want to embrace modern technology and innovation as we strive to improve the quality and efficiency of our services.



Our strategic aims and key objectives

The Council has identified three key strategic aims in achieving its vision for the district over the course of the five-year plan.

Objectives have also been identified as key to achieving the three aims of the Plan. For each of the objectives the Cabinet will each year agree a Corporate Key Action Plan. Specific actions and target dates will be set out for each yearly plan. Progress will be monitored quarterly.

The aims and objectives are the Council's top strategic priorities which we want to address over the lifetime of the Plan. Therefore they are not a full list of all the things the Council does. The Council provides many services which will continue to be provided throughout the life of the Plan and beyond. The aims and objectives provide a framework within which we can develop our detailed service plans and allocate our resources over the five year period.

Aim 1 - To ensure that the Council has appropriate resources, on an ongoing basis, to fund its statutory duties and appropriate discretionary services whilst continuing to keep the Council Tax low.

(a) Budgets - Our Objective

To ensure that the Council's Medium Term Financial Strategy plans meet the Council's financial and service requirements for any forward five year period, whilst minimising any reliance on Government funding.

Concern about the national budget deficit and borrowing will continue to influence the Council's financial planning. We expect further reductions in Government funding over the five-year period

which will continue to challenge our financial planning and local service delivery.

The Council will therefore continue to review its services to find ways of reducing costs and achieving better value for money.

All budgets relating to 'statutory' services (those which must be provided by the Council) and 'discretionary' services (which the Council is not required by law to provide) will be reviewed critically each year.

Whilst the Council's primary aim is to provide residents with good quality services, we also aim to keep Council Tax levels as low as possible and deal with financial pressures by managing our budgets with care.

(b) Property Assets - Our Objective

To continue reviewing and developing the Council's own property and landholdings for appropriate uses, in order to maximise revenue streams and capital receipts, and to deliver the following key projects:

- the Epping Forest Shopping Park, Loughton
- the Council House Building Programme
- St John's Redevelopment Scheme, Epping
- North Weald Airfield

The Council owns land including a wide-ranging and significant number of residential, commercial, industrial and operational properties.

The Council will continue to explore new ways of using its land and assets to generate more capital receipts and income to support the delivery of services to our residents.

In so doing, the Council will give our own council house building and economic development schemes added impetus. With the key sites listed above in mind, the Council's investment will boost the local economy of the district at the same time.

Aim 2 - To ensure that the Council has a sound and approved Local Plan and commences its delivery.

(c) Joint Working - Our Objective

To explore appropriate opportunities to make savings and increase income through the shared delivery of services with other organisations, where such arrangements would provide improved and/or more cost effective outcomes.

Working with our partners including other councils, we will seek new opportunities for cost savings and improved value for money by providing services across more than one district. Activities likely to be suitable for this approach are highlighted in the Plan.

(a) The Local Plan - Our Objective

To undertake consultation with local residents and work with neighbouring Councils, and to publish a sound Local Plan which meets the needs of our communities whilst minimising the impact on the district's Green Belt.

We plan to achieve the right balance between the employment, housing and leisure needs of our residents while protecting the special character of our district and the Green Belt in particular. We will do this by producing a Local Plan to ensure new development with all necessary infrastructure in the most suitable and sustainable locations.



Our strategic aims and key objectives.....continued

(b) Economic Development Strategy - Our Objective

To increase opportunities for sustainable economic development and new local employment in the district.

The promotion of sustainable economic development, employment and support for local business is a key issue for the Council. Key objectives put forward relate to local town centres, business partnerships and young peoples' apprenticeship schemes.

(c) Leisure & Cultural Strategy - Our Objective

To deliver the Council's new Leisure and Cultural Strategy, in order to maximise participation and value for money in leisure and cultural services for local residents and visitors.

Proposals to develop cultural and recreational facilities in the district are included in the Plan. Key objectives highlight both new facilities and existing establishments that are to be enhanced and expanded. These proposals link with the review of the Council's property assets. They also improve local employment prospects and recognise the importance of partnerships in delivering some new facilities.

Aim 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.

This aim focuses on the Council's ways of working and our responsiveness to the needs of the local people.



(a) Customer Contact - Our Objective

To have efficient arrangements in place to enable customers to easily contact the Council in a variety of convenient ways, and in most cases have their service needs met effectively on first contact.

The possibilities opened up by the use of new technology are among the issues under review as the Council focuses on the ways of improving the ways we contact and communicate with our residents.

(b) Modernising Council Operations - Our Objective

To utilise modern technology to enable Council officers and members to work more effectively, in order to provide enhanced services to customers and make Council services and information easier to access.

Our key initiatives include the Council's focus on information technology to support our working practices. Key projects have been identified to ensure the Council's IT infrastructure is upgraded to ensure it meets future demands.

Other proposals deal with the way in which the Council operates as an organisation. The Council will examine where information technology can be used to cut costs, improve efficiency, allow more flexible working patterns, release office space and provide a wider range of information to the public online and through our website.

(c) District Demographic Profile - Our Objective

To ensure that the Council understands the effects of an ageing population and works with other agencies to make appropriate plans and arrangements to respond to this need.

The Council already has research data drawing attention to the age profile of our local population and on areas of social deprivation. The average age of residents is increasing but the implications of this for Council services are not fully understood.



Our performance

To ensure the Council remains on target, it is essential to monitor the progress of our aims and objectives. Performance monitoring allows the Council to see problems as they arise and intervene to bring us back on track. We monitor our performance against our Key Action Plan and publish progress reports every three months.

Residents and councillors can keep track of the Council's performance. Various monitoring reports are published online. These are regularly updated working documents for staff and councillors responsible for the key actions in the Plan.

Performance information is available through via the following links:

See the latest quarterly Key Action Plan performance report.

See how we are performing against our key performance indicators.

Read the Council's Directorate Business Plans.



Our partners

The Council works in partnership with many other agencies. These include Essex County Council, the Health Service, the Police, Essex Fire and Rescue, Parish and Town Councils, voluntary organisations and the private sector.

Working to reduce costs and deliver services efficiently and effectively on a wider basis, this Plan stresses the importance of seeking and reviewing opportunities for partnerships. Working with our partners, the Council can utilise the co-ordinated strengths and expertise of each organisation for the benefit of our own community as well as the wider area of West Essex with which we have particularly good links.

Partnership Case Studies:

1) Herts and Essex Housing Options Consortium

Applicants for council housing apply through the 'Choice Based Lettings Scheme' which we operate in partnership with five other councils and an agency. The partnership approach reduces costs in several ways.

Sub-contracting the management of the housing register allows homeseekers to apply online. Homelessness applications and annual renewals can be managed more efficiently. Partners share experience, ideas and best practice.

Vacated properties (including homes let by housing associations) are advertised online every fortnight. Each property listing includes location, type (eg house, flat, bungalow etc), rent, service charge, Council Tax band and landlord. Homeseekers can make an application by

'expressing interest' on up to three properties by phone, text, email or website. The Council then makes an offer according to the rules of the Housing Allocations Scheme. Usually this means the applicant with the highest priority band registered for the longest time.

Each property list includes general information about the allocation of previous properties. This helps prospective applicants understand how the scheme works and their chances of a successful bid for different types of property. It includes information on the number of people expressing an interest, their priority bandings and the length of time they have been registered while waiting for housing.

2) Epping Forest Community Safety Partnership

Epping Forest Community Safety Partnership is led and administered by Epping Forest District Council. Its primary role is to reduce crime within the district, through the identification of key priorities and the delivery of targeted projects. The well-established partnership includes eleven local agencies with an interest in the district - including councils, the emergency services, probation agencies and the voluntary sector.

Partnership working has resulted in a number of successful outcomes. Essex Police and Crime Commissioner funding for a Crime Analyst with two other partnerships in Essex provides tracking and co-ordination of essential data on criminal trends. Other initiatives include the 'Crucial Crew' and the 'Essex Fire Break Project', both of which encourage young people to think about the way they conduct themselves within society.

Please tell us if you would like this information provided in large print or another format.

Epping Forest District Council
Civic Offices, High Street, Epping, Essex CM16 4BZ
Telephone: Epping (01992) 564042
www.eppingforestdc.gov.uk

**Corporate Plan: 2015-2019
KEY ACTION PLAN
2015-2016**

Action	Lead Directorate	Responsibility for Achievement	Target Date	Progress Report <i>(as at end of Quarter X)</i>
Aim (i) To ensure that the Council has appropriate resources, on an ongoing basis, to fund its statutory duties and appropriate discretionary services whilst continuing to keep Council Tax low				
(a) To ensure that the Council's Medium Term Financial Strategy plans to meet the Council's financial and service requirements for any forward four year period, whilst minimising any reliance on Government funding				
1) Deliver the savings identified for 2015/16 in the business cases approved by Members.	Management Board	Chief Executive	March 2016	
2) Progress preparations for delivering the savings identified for 2016/17 within the Medium Term Financial Strategy	Management Board	Chief Executive	March 2016	
3) Develop additional business cases, through a structured approach, to address the need for net savings in subsequent years	Management Board	Chief Executive	Sept 2015	
4) Commence the budget cycle early again next year with an updated MTFs to take account of any changes following the general election.	Resources	Director of Resources	July 2015	
(b) To continue to review and develop the Council's own assets and landholdings for appropriate uses, in order to maximise revenue streams and capital receipts, and to deliver the following key projects: <ul style="list-style-type: none"> ■ The Epping Forest Shopping Park, Loughton ■ St John's Redevelopment Scheme, Epping ■ Council Housebuilding Programme ■ North Weald Airfield 				
1) Complete Phase 1 of the Council Housebuilding Programme to provide 23 new affordable rented homes in Waltham Abbey	Communities	Asst. Director (Housing Property & Development)	Dec 2015	
2) Complete the major refurbishment scheme at Marden Close, Chigwell Row to convert 20 difficult-to-let bedsits and a communal hall into 12 self-contained flats	Communities	Asst. Director (Housing Property & Development)	Sept 2015	

3) Secure planning permission and commence Phase 2 of the Council Housebuilding Programme to provide up to 52 new affordable rented homes at Burton Road, Loughton	Communities	Asst. Director (Housing Property & Development)	Aug 2015	
4) Negotiate and complete the St John's redevelopment Scheme at Epping, and identify a suitable location within the District to which the Housing Repairs Service can be relocated from the Epping Depot.	Neighbourhoods	Assistant Director (Policy, Planning & ED)	Sept 2015	
5) Work in partnership with Moat Housing to commence the development of the Council garage site at Vere Road, Loughton to provide up to 15 affordable rented homes, together with up to 14 additional parking spaces to facilitate the development of the adjacent site of the former Sir Winston Churchill PH	Communities	Director of Communities	March 2016	
6) Seek to vacate the Council's Hemnall Street Offices, Epping in order to redevelop/let the premises, by relocating Community Services staff to office accommodation to be purchased close to Epping Forest District Museum, Waltham Abbey, and at the Civic Offices through the freeing-up of Council accommodation as a result of flexible working arrangements	Communities / Management Board	Chief Executive / Asst. Director (Community Services and Safety)	March 2016	
7) Review all licence arrangements at North Weald Airfield	Neighbourhoods	Assistant Director (Neighbourhoods)	April 2015	
8) Progress the Epping Forest Shopping Park scheme in association with Member decisions	Neighbourhoods	Assistant Director (Policy, Planning & ED)	Sept 2016	
(c) To explore appropriate opportunities to make savings and increase income through the shared delivery of services with other organisations, where such arrangements would provide improved and/or more cost effective outcomes				
1) Work with 5 neighbouring councils, through a consortium arrangement, to renew the contract and service arrangements for the Shared Housing Register Management Service, in order to continue to share the Service's costs and improve service delivery	Communities	Asst. Director (Housing Operations)	Jan 2016	
2) Approach neighbouring authorities to carry out checking and vetting of Building Control plans through partnership working	Governance	Asst. Director (Development Management)	Jan 2016	

3) Review the shared opportunities with the Public Law Partnership: <ul style="list-style-type: none"> to pool knowledge when implementing legislative change, work towards standardising documentation used in the member Council used in the provision of services across the partnership, and take advantage of reductions in the costs of on-line library services and training which are negotiated by the partnership.	Governance	Asst. Director (Legal Services)	March 2016	
4) Explore the possibility of sharing an integrated HR/Payroll IT system with other authorities.	Resources	Assistant Director (HR)	Sept 2015	
5) Explore providing payroll services to other authorities	Resources	Assistant Director (HR)	March 2016	
6) Explore providing an audio typing service to other authorities	Resources	Assistant Director (HR)	March 2016	
7) Identify additional Council services that may benefit from a shared provision with other organisations (either provided by the Council or others), to reduce costs, create income and/or improve service delivery	Management Board	Chief Executive	March 2016	

Page 33

Aim (ii) To ensure that the Council has a sound and approved Local Plan and commences its subsequent delivery

(a) To produce a sound Local Plan, following consultation with local residents and working with neighbouring councils, that meets the needs of our communities whilst minimising the impact on the District's Green Belt

1) Update the Council's Housing Strategy, following production of the Preferred Options for the Local Plan	Communities	Director of Communities	Dec 2015	
2) Complete the gathering of information to form the evidence on which key decisions will be taken as part of the Local Plan.	Neighbourhoods	Assistant Director (Policy Planning & Economic Development)	April 2015	
3) Agree on objectively assessed Housing and Employment Need for the Local Plan Period.	Neighbourhoods	Assistant Director (Policy Planning & Economic Development)	April 2015	

4) Agree a Draft Local Plan and undertake the appropriate sustainability appraisal.	Neighbourhoods	Assistant Director (Policy Planning & Economic Development)	June 2015	
5) Undertake the Preferred Options Consultations.	Neighbourhoods	Assistant Director (Policy Planning & Economic Development)	June-Sept 2015	
6) Submit the Final Local Plan to the Planning Inspectorate for Examination	Neighbourhoods	Assistant Director (Policy Planning & Economic Development)	Nov 2015	

(b) To increase opportunities for sustainable economic development within the District, in order to increase local employment opportunities for residents

1) Consider the practicalities of revising procurement arrangements to encourage/require contractors to employ local residents for Council contracts	Resources	Director of Resources	Dec 2015	
2) Incorporate the findings of the Economic Development Study into the Local Plan Evidence base with a view to determining future Employment Need.	Neighbourhoods	Assistant Director (Policy Planning & Economic Development)	April 2015	
3) After consultation on Preferred Options to allocate Employment land within the Council's Local Plan.	Neighbourhoods	Assistant Director (Policy Planning & Economic Development)	Nov 2015	
4) Develop and implement a new Economic Development Plan for the District, building on the work that has been undertaken with regard to individual Town Centres.	Neighbourhoods	Assistant Director (Policy Planning & Economic Development)	May 2015	
5) Continue to support the work of Local Business Partnerships to support the local economy and generate additional local employment opportunities.	Neighbourhoods	Assistant Director (Policy Planning & Economic Development)	Ongoing	
6) Continue with the Council's apprenticeship scheme for the district's young people, providing sustainable employment opportunities	Resources	Assistant Director (HR)	Sept 2015	

(c) To deliver the Council's new Leisure and Cultural Strategy, in order to maximise participation and value for money in the provision of leisure and cultural services to local residents and visitors

1) Complete the extension and major refurbishment of the Epping Forest District Museum, Waltham Abbey and open to the public	Communities	Asst. Director (Community Services and Safety)	Dec 2015	
2) Work in partnership with Waltham Abbey Town Council to investigate the feasibility of developing a new leisure/community hub at Hillhouse, Waltham Abbey	Neighbourhoods / Communities	Director of Neighbourhoods / Director of Communities	March 2016	
3) Appoint external specialist support to the competitive dialogue process for the new Leisure Management Contract, to ensure that the Council achieves best consideration.	Neighbourhoods	Assistant Director (Neighbourhoods)	April 2015	
4) In accordance with the recommendations of the Leisure and Culture Strategy to jointly pursue the provision of a new Secondary School on the Ongar Campus site, with a view to entering a Dual-Use Agreement for the Leisure Centre.	Neighbourhoods	Assistant Director (Neighbourhoods)	May 2015	
5) As part of the competitive dialogue procurement process for the new Leisure Management Contract, take forward the provision of a replacement swimming pool in Waltham Abbey.	Neighbourhoods	Director of Neighbourhoods	April 2015 onwards	

Aim (iii) To ensure that the Council adopts a modern approach to the delivery of its services and that they are efficient, effective and fit for purpose

(a) To have efficient arrangements in place to enable customers to easily contact the Council, in a variety of convenient ways, and in most cases have their service needs met effectively on first contact

1) Increase the opening hours of the Council Office at the Limes Centre, Chigwell, to improve access for local residents to a range of Council services	Communities	Asst. Director (Community Services and Safety)	June 2015	
2) Introduce web-based and smartphone applications to enable Council tenants to report repairs on-line	Communities	Asst. Director (Housing Property & Development)	May 2015	
3) Establish a multi-disciplinary officer group to undertake a review and report on proposals for improving customer contact with the Council.	Management Board	Assist. Director (Gov. & Perf. Imp.)	March 2016	

(b) To utilise modern technology to enable Council officers and members to work more effectively, in order to provide enhanced services to customers and make Council services and information easier to access

1) Introduce more flexible methods for customers to pay for Council services	Resources	Asst. Director (Revenues)	Dec 2015	
2) Introduce an on-line facility for customers to easily view and research objects held by the Epping Forest District Museum	Communities	Museum Heritage and Culture Manager	March 2016	
3) Scan old Development Control & Building Control files and microfiche and increase the number of planning records available on the Council's website.	Governance	Assistant Director (Development Management)	July 2016	
4) Investigate and, if possible, implement the returns of Local Land Charges Searches by email	Governance	Assistant Director (Legal Services)	April 2016	
5) Update the Contracts Register so that the contract documentation can be accessed and viewed by using an icon on the register. This will apply to new contracts at first.	Governance	Assistant Director (Legal Services)	April 2016	
6) Identify, during audits, any manual documentation or process that can be improved by conversion to electronic form.	Governance	Chief Internal Auditor	March 2016	
7) Continue the implementation of the Council's ICT Strategy, with the completion of the following key projects: (a) Printer Reduction, Removal and redeployment, implementation of print management software (b) Mobile and flexible working	Resources	Assistant Director (ICT & FM)	March 2016	
8) Complete a review of accommodation and make recommendations on utilisation of space and flexible methods of working.	Management Board	Chief Executive	Sept 2015	

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

1) Undertake a study to identify and better understand the demographics of an ageing population in the District and the effects on the Council and local residents	Communities	Asst. Director (Community Services and Safety)	March 2016	
--	-------------	--	------------	--

2) Review the provision and delivery of community and cultural services to older people, to ensure that appropriate resources are targeted at the increasing numbers of older people, in order to help improve their general health and wellbeing	Communities	Asst. Director (Community Services and Safety)	Oct 2016	
3) Undertake a review of the Council's sheltered and designated accommodation for older people, with a view to rationalising the amount and location of such accommodation and identifying improvements required to the retained accommodation to ensure it remains fit for purpose	Communities	Asst. Director (Housing Operations) / Asst. Director (Housing Property & Development)	March 2016	

This page is intentionally left blank



SCRUTINY



Report to the Overview and Scrutiny Committee

Date of meeting: 10 February 2015

Subject: Overview & Scrutiny Panel Framework Review - Recommendations

Chairman of the Task & Finish Panel: Councillor K. Angold-Stephens

Officer contact for further information: S. Hill, S. Tautz, G. Nicholas (01992 564243)

Democratic Services Officer: A. Hendry (01992 564246)

Recommendations/Decisions Required

- (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 this report;
- (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 this report, in the undertaking of future scrutiny and service review activity;**
- (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; and**
- (13) That the Committee consider the views of the Audit and Governance Committee in relation to the establishment of a new overview and scrutiny structure based on the four 'select committees'.**

Report

This report will be presented by Councillor Mrs. M. Sartin, Vice-Chairman of the Task and Finish Panel, in the absence of the Chairman, Councillor K. Angold-Stephens.

Introduction

1. The Task and Finish Panel was established by the Overview and Scrutiny Committee in July 2014 to undertake a review of the Council's existing overview and scrutiny panel framework, in light of the adoption of a new management structure in December 2013. For continuity and expediency and, the membership of the Panel mirrored that of the Task and Finish Panel established in 2013 to carry out a full review of the Council's operation of the overview and scrutiny function. Constitutional issues relating to overview and scrutiny and the operation of the Overview and Scrutiny Committee itself were excluded from the scope of our review, as these had been fully covered by the earlier Task and Finish Panel, and were not within our terms of reference.
2. The review of the Council's management structure completed in December 2013, resulted in a reduction from seven service directorates to four. A proposal for a new overview and scrutiny structure of four panels aligned to each of the directorates, which had not been considered as part of the earlier overview and scrutiny review, was considered by the Overview and Scrutiny Committee on 25 February 2014 in light of the restructuring of the service directorates. This proposal arose, in part, due to the existing arrangements appearing to have resulted in a situation where not all service areas were either subject to scrutiny (if required) or allocated to a particular panel for scrutiny purposes. At that time, the Committee deferred consideration of this proposal for the creation of a new four-panel structure aligned around the new service directorates, in favour of the review that we have now completed.
3. At present, about one third of members are not formally involved in overview and scrutiny through membership of the Overview and Scrutiny Committee or a scrutiny panel. From the viewpoint of our review, it seemed that different approaches to work programme development were taken by the existing panels and that a uniformity of approach in this respect might be more appropriate, in order that scrutiny activity results in positive change or improved outcomes. Additionally, it appeared that scrutiny activity wasn't always necessarily directed towards key issues of concern to local residents.
4. As part of our review, we also considered appropriate scrutiny arrangements for

elements of the functions of the Governance Directorate and how these could best interrelate with the terms of reference of the Audit and Governance Committee and the Standards Committee, as this was an area of concern expressed by the Overview and Scrutiny Committee when the directorate-aligned proposal was considered last year.

Approach to the review

5. We considered a variety of evidence and submissions as part of our review. The changes to the directorate structure give the Panel an opportunity to consider the workload balance and the terms of reference of the existing scrutiny panels, to ensure that the structure helps to provide efficient scrutiny activity aligned with the directorate structure and relevant communication and process channels.
6. We undertook discussions with stakeholders to inform the evidence-gathering phase of our review, and similarly sought feedback on our proposals to ensure that our recommendations provide a fit for purpose scrutiny framework for the future. This process also sought to gain as much insight from relevant experts as possible and external expertise was utilised to feed in to the process of determining the best scrutiny structure for the Council. This impartial advice and use of case histories has allowed us to ensure that our recommendations cover all the issues identified in relation to our review
7. We consulted the Centre for Public Scrutiny (CfPS) regarding the review. CfPS advised that framework models should not be adopted based simply on them being successful on other local authorities, as panel structures need to represent the individual culture of an authority and should be determined by a Member led process in order to be successful. A guidance document; 'Rethinking Governance', was issued by CfPS as a supporting toolkit to help authorities implement changes in governance systems. CfPS also recommended that the Council approach other authorities that had implemented structural change, particularly Thurrock Council, who had recently reviewed their overview and scrutiny framework.
8. Officers met with a representative of Thurrock Council, who had engaged an independent Scrutiny and Policy Consultant to carry out workshops for their Members to ensure the process was Member informed and a reflection of the Council's ethos. It was reported that this had encouraged positive responses and helped to facilitate the structure change at Thurrock. We considered that this approach would also be worthwhile in terms of our own review.
9. Thurrock kindly allowed one of our officers to attend one of their facilitated workshops, in order to introduce us and to ascertain if the workshop would be a beneficial process for our review. It was decided that this was a valuable experience and that it would help to commission a workshop session with Members to ensure there was as much involvement and representation in the review as possible. The scrutiny workshop was held out on 22 November 2014, with all Members having been invited. In addition to covering panel structure issues, attendees to the session highlighted training needs for scrutiny duties, induction and ongoing training for panel members and the utilisation of appropriate methods of scrutiny. Further detail on the outcomes arising from the workshop is set out later in this report.
10. We invited existing scrutiny panel chairmen and vice-chairmen to attend a stakeholder discussion session at one of our meetings so that we could gain an insight into what they felt worked well and what did not in terms of the current panel structure. We also carried out stakeholder interviews with senior officers of the Council to gain an insight into what they felt currently worked well regarding the overview and scrutiny panel framework and what they felt needed to change.
11. Officers attended the Essex Scrutiny Officer Network meeting in November 2014 to gain an understanding of the different models of scrutiny in operation across the

county. We discovered that overview and scrutiny functions are managed differently across local authorities. Indeed, in Essex locally, there is very little commonality in approach to the management of scrutiny activity or the adoption of scrutiny structures or frameworks.

12. We consulted the Audit and Governance Committee to discuss our proposals and to receive feedback from the Committee in relation to a proposal developed during our review for the combination of the Audit and Governance Committee with the Standards Committee. This element of our proposal is discussed later in this report.

Overview and Scrutiny Workshop

13. Fourteen Members attended the scrutiny workshop facilitated by Tim Young, who has worked with the council on overview and scrutiny matters in the past, with the purpose of attendees reviewing the current scrutiny arrangements and potential other arrangements. A welcome mix of chairmen and vice-chairmen of the scrutiny panels, members of the Task and Finish Panel, Members of the Overview and Scrutiny Committee and members of Cabinet were in attendance.
14. In open session, members discussed the current strengths of the Council's scrutiny delivery and agreed that the location of meetings and use of smaller rooms gives a less formal feel to proceedings. It was also agreed that there was good officer support for the existing panels, which operate in a non-partisan manner.
15. Members also discussed the aspirations of the Council regarding scrutiny, which included a general consensus that communication and training needs to be improved. The workshop considered that presentations from outside organisations needed to be focused to ensure that vital information is communicated appropriately, that the participation of the public in scrutiny should be enhanced and that chairmanship roles should be defined as strong leadership is key to the success of scrutiny.
16. Applying insights gained from this part of the workshop to different types of scrutiny framework, Members critiqued the following structure types
 - the current structure;
 - a directorate-aligned structure;
 - a 'commissioning model'; and
 - a 'select committee' structure.
17. Members were of the view that the current five-panel structure meant that panels have to be serviced by different officers for individual areas of scrutiny, due to the structure not matching that of the service directorates. Although not an issue that we were specifically requested to investigate, it was highlighted that there could be an element of cost saving through a reduction in the number of panels. Whilst this has not been quantified, efficiencies could clearly be achieved through having one less chairman position and consequently one less responsibility allowance payment. A smaller number of panels would also have a reduced requirement for officer support and attendance meetings, thereby also saving on committee allowance payments and agenda production costs.
18. A number of members considered that a move to a directorate-aligned (four panel) structure would possibly giving the Housing Scrutiny Panel too much of an ongoing workload. This issue has been raised on a number of occasions during our review process and, although officers consider this could be adequately addressed through the development of focused work programmes for each panel, we have reflected the concerns of members in our recommendations.
19. The commissioning model of scrutiny was considered to place too much load on the Chairman of the Overview and Scrutiny Committee and place responsibility more so

with the Overview and Scrutiny Committee (which could work against member involvement) attendees were also unconvinced that there would be enough Members volunteering to be on any of the panels.

20. This part of the workshop also introduced the concept of the possible combination of the Audit and Governance Committee and the Standards Committee. Case studies from other local authorities, who had already adopted this model, were presented to attendees. Attendees were presented with examples of the practice of combined Audit and Governance and Standards Committees, which has become an increasingly common model within local authorities. Members in attendance agreed with taking this option forward to the Task and Finish Panel for further consideration
21. The final exercise of the session involved attendees evaluating the four 'Select Committee' structure as the preferred framework. The select committee structure was seen by attendees as a good structure that was easy to understand.
22. The workshop also discussed the following different methods of scrutiny that could be utilised in individual circumstances, and agreed that these methods should be utilised to tailor scrutiny activity to specific requirements:
 - challenge session – single issue, one session;
 - single day scrutiny – a snap shot review;
 - focus group meeting – focus is on consultations with users/stakeholders as opposed to scrutinising officers/members/providers;
 - short-term single issue panel – typically two or three meetings to review a single issue;
 - longer-term panel work – typically over four to six months, with detailed scrutiny;
 - Overview and Scrutiny Committee meeting – an item with presentation and questions, discussion and with the option to make recommendations.
23. We consider that these techniques and methodologies should be utilised wherever possible in the undertaking of scrutiny activity.

Audit and Governance

24. In terms of identifying options, we have fully considered the possible combination of the Audit and Governance Committee with the Standards Committee, as part of a new select committee framework
25. The Audit and Governance Committee was established in 2007, in response to guidance issued by CIPFA that emphasised the importance of audit committees as a key source of assurance regarding an authority's arrangements for managing risk, maintaining an effective control environment and reporting on financial and other performance. We understand that the establishment of the Committee is not a statutory requirement.
26. With the disbanding of the Audit Commission in March 2015, the onus will be on the council to appoint its own external auditors. The proposals of the Local Audit and Accountability Act 2014 are for 'Audit Panels' to become a legislative requirement, whose primary purpose would be to advise on the appointment of the external audit provider when the Audit Commission's current contracts with audit suppliers end. This would involve mostly independent members and we considered whether this could potentially still be satisfied with the creation of an Audit and Standards Select Committee. We were advised that more detailed work needed to be undertaken on how the proposed select committee would operate, than had been possible when we first considered this issue.
27. Our Vice-Chairman attended the Audit and Governance Committee meeting on 24 November 2014 to gather feedback on the proposed structure and combination of the

Audit and Governance Committee with the Standards Committee: The Chairman of the Audit and Governance Committee felt that the Task and Finish Panel may have misinterpreted the purpose of the Committee and its need to be independent. It was pointed out that the Chief Internal Auditor had a direct responsibility to the Chief Executive, and therefore it was analogous for the Audit and Governance Committee, as the body responsible for reviewing processes undertaken by Members and Officers, to report directly to the Council rather than a subsidiary body like the Overview and Scrutiny Committee.

28. The Chairman of the Committee highlighted that the Audit and Governance Committee had always reported directly to the Council, and that this should remain the case in the future. The Vice-Chairman of the Committee stated that the previous report from the Task and Finish Panel had analysed the existing scrutiny panel structure and had not identified any possible merger of the Audit and Governance Committee and Standards Committee. It was felt that the importance of the Audit and Governance Committee may not be fully understood and that, although Governance issues made up the majority of the Committee's workload, the reference to 'Governance' itself appeared to have been excluded from the new Select Committee's title.
29. The Vice-Chairman of the Committee also highlighted that an Audit and Governance Committee was concerned with processes, controls and how senior officers managed the organisation. A Standards Committee was concerned with Members and their personal conduct. Therefore, there was a conflict of interest between the two Committees, one of which dealt with corporate ethics and the other which dealt with individual ethics.
30. It was reiterated that the report lacked detail about the proposals for any new 'Audit and Standards' Select Committee, which made it very difficult to debate the proposals and offer any advice to the Task and Finish Panel. The Committee could not therefore support the proposals pertaining to the proposed Audit and Governance Select Committee within the report. Officers had indicated that more detailed work would need to be undertaken on how the proposed select committee would operate, than had been possible so far.
31. The Committee requested that, following other consultation on future structure proposals, the recommendations of the Task and Finish Panel be reported to the next meeting of the Audit and Governance Committee (5 February 2015), in advance of consideration. Although the Committee requested that consultation should include the views of both the Chief Internal Auditor and the Council's external auditors, these have not been sought as the option of a merged Audit and Governance Committee and Standards Committee was not agreed by the Task and Finish Panel on 25 November 2014 and feedback is instead being considered as a possible future recommendation
32. The Task and Finish Panel considered the views of the Committee at its meeting on 25 November 2015 and 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. The decision of the Panel in this respect had regard to the need to ensure the continued independence of audit and governance matters from the Council's executive and scrutiny functions. Members also fully accepted that more detailed work would need to be undertaken on how any Audit and Standards Select Committee would operate, than had so far been possible. The Panel requested however, that general member views on any future possible combination of the Audit and Governance Committee and the Standards Committee should be sought as part of the consultation undertaken in respect of its preferred overview and scrutiny framework option.
33. Although feedback arising from this consultation exercise indicated that the combination of the Audit and Governance Committee and the Standards Committee was not generally supported by members, the Panel noted that it might be necessary to

review the operation of the Audit and Governance Committee at some point in the future, to address the requirements of the Local Audit and Accountability Act 2014. Although no legal impediment has been identified to prevent the Council from combining the two committees if this was desired, the Panel was mindful of the Act, which changes the way in which the Council's external auditors are appointed, and considered that there might therefore be a need to review the terms of reference of the Audit and Governance Committee in the future.

34. The Audit and Governance Committee requested that we attend its meeting on 5 February 2015 to present our structure recommendations. Any further views of the Committee will therefore be reported to the meeting.
35. Although we were made aware of other local authorities where combining the Committees had been successful, we consider that the possible combination of the Audit and Governance Committee with the Standards Committee should not be considered for the proposed option, but has been included as an additional aspect for consultation to gather feedback for any potential review in the future.

Framework Options

(a) Current Structure

36. The Council has had the current five panel overview and scrutiny structure in place since 2005. During the course of our review, the following issues have been expressed on the current framework
 - although some panels work well, others do not have a focused work programme;
 - there are generally effective discussions and interviews at panel level;
 - some panels seem to have smaller work programme than others;
 - not much changes as a result of scrutiny activity;
 - there is lack of consistency of approach between panels;
 - the structure currently absorbs a lot of officer time;
 - there is a lack of public awareness and engagement with panels and meetings;
 - the structure is confusing issues where to take particular issues and the route to follow;
 - the structure doesn't cover the work of all directorates or service areas; and
 - the structure can result in duplication and blurring of responsibilities.
37. Although we consider that the existing structure allows new and current members to get engaged in scrutiny matters and to develop skills such as chairmanship, the panel framework seems to have led to a situation where not all of the Council's services are subject to regular scrutiny. In view of the reservations expressed on the current framework, we do not recommend that this option be continued going forward.

(b) Directorate-Aligned Structure

38. The directorate-aligned four-panel overview and scrutiny structure was originally considered by the Committee on 25 February 2014, when it was decided that it should be researched and developed further by this Task and Finish Panel.
39. In undertaking the review of the scrutiny panel framework, the Panel initially demonstrated reservations and opposed ideas for the four panel structure aligned to the new directorate structure, particularly having received feedback from various existing panel chairmen and vice-chairmen. These concerns included:
 - issues with regard to a perceived increase in workload for each panel (the Communities Scrutiny Panel was highlighted in particular for its likely significant role e.g. housing and community safety);
 - a perceived lack of balance in the workload of each panel;

- a possible reduction in member involvement if the number of panels was reduced from five to four; and
 - the likelihood of reduced opportunities for member development in terms of chairmanship skills and experience if the number of panels was reduced.
40. Although we considered that some of these concerns could be addressed through the development of achievable work programmes for each panel, we were mindful of the existing heavy workload of the Housing Scrutiny Panel and the likely increase in the Panel's activities if it fully reflected the responsibilities of the Communities Directorate. In view of these reservations, we do not recommend this option.

(c) Commissioning Model Structure

41. A commissioning model of overview and scrutiny would essentially involve a task and finish approach only, with scrutiny activity focused on achieving improved outcomes for local residents. In reviewing possible framework options, we were hesitant about this approach, as we felt that there would potentially be no security of the existing scrutiny panels to remain in being, which could therefore limit the development of skills and expertise in particular fields.
42. We also considered that this model of scrutiny seemed not to reflect the operational requirements of the Council. A lot of existing panel work is cyclical in nature and would therefore mean that panels could continue to be established after completion of their commissioned activity, and essentially therefore have the same status as the existing 'standing' scrutiny panels. In view of these reservations, we do not recommend this option.

(d) 'Select Committee' Structure

43. We have also considered a further option for a scrutiny panel arrangement, based on the creation of four thematic 'Select Committees' that broadly reflect the management structure of the Council and cover the whole range of its business. The select committee model is based around the Westminster system of parliamentary democracy that can be more rigorous than traditional scrutiny methods of debate and questioning. We consider that the 'Select Committee' terminology itself also helps to imply a greater depth of scrutiny activity.
44. We consider that this option would have the following advantages:
- it would ensure that all services had a 'reporting' route for overview and scrutiny;
 - there would be a clear scope for the activities of each select committee; and
 - efficiencies could be generated by a reduction in the number of scrutiny panels..
45. This option would continue to provide for relevant scrutiny activity to also occur by way of the creation of task and finish panels (as necessary), and would ensure that all services have a 'reporting' route for overview and scrutiny and that there is clear scope to the scrutiny activities of each Panel. This option seeks to address the disadvantages highlighted with regard to the existing framework and is the Panel's preferred option for the future overview and scrutiny framework.
46. An illustration of the proposed select committee structure, including possible names and general responsibilities for each committee, is set out in Appendix 1 to this report. Although the proposed framework substantially mirrors the Council's management structure, we consider that the creation of a 'Communities Select Committee' might result in the disproportionately heavy workload that we have already referred to in the consideration of other options, and we therefore consider that the Community Services and Safety responsibilities of the Communities Directorate, should be subject to scrutiny through a 'Neighbourhoods and Community Services Select Committee' instead. This would leave a standalone 'Housing Select Committee' which would

generally accord with the wishes of members.

47. We do not consider that any increase should be made in the number of members appointed to each select committee, and feel that this remains at eleven councillors in accordance with pro-rata provisions.
48. The select committee framework that we are recommending improves current arrangements that appear to have resulted in a situation where not all service areas are subject to scrutiny (if required) or allocated to a particular panel for scrutiny purposes. The development of annual work programmes for each select committee, informed by relevant service aims and priorities, will be a key feature of the new framework. To further address the concerns previously expressed by the Audit and Governance Committee, the lead officer (when designated) for the Governance Select Committee will need to ensure clear demarcation between those matters that are to be considered by the Select Committee and those that are within the clearly defined responsibilities of the Audit and Governance Committee.
49. The framework provides for relevant scrutiny activity to be undertaken by way of the creation of task and finish panels (as necessary), would ensure that all services have a 'reporting' route for overview and scrutiny and that there is clear scope to the scrutiny activities of each Committee. The new framework arrangements will include enhanced member training, particularly in the use of techniques to improve scrutiny activities. This structure option was favoured by participants at the workshop session in November 2014, although we understand that the separation of the housing and community services responsibilities of the Communities Directorate between two select committees is not favoured by Management Board.
50. As previously indicated in this report, we have considered the establishment of an 'Audit and Standards Select Committee' as part of this approach, which could allow this body to act in a cross-cutting role and assume some of the responsibilities previously identified for the responsibility of the Governance Scrutiny Panel in the directorate-aligned framework option. Although we have decided not to recommend that this option be pursued, we consider that it might be appropriate for a further Task and Finish Panel to be established in future to consider such combination in light of new legislative requirements.
51. Under this option, we consider that the existing Constitution and Member Services Scrutiny Panel should be re-established as 'Constitution Working Group' (or similar) in order to complete its outstanding work. We feel that this new Working Group should report directly to the Council in connection with its work programme, rather than the Overview and Scrutiny Committee, and that a Special Responsibility Allowance should be awarded to the Chairman of the Working Group. We have asked the Director of Governance to pursue these matters, which are outside the responsibility of the Committee, by way of a report to the Council if our framework recommendations are agreed.

Consultation and Engagement

52. In undertaking our review, we invited and held consultation discussions with several of the existing scrutiny panel chairmen and vice-chairmen regarding the operation of the existing panel framework and the range of options for a future structure. We also conducted interviews with senior officers of the Council regarding how well arrangements work within the current structure, including discussions with all service directors.
53. As mentioned earlier in this report, we have presented possible framework options to the Audit and Governance Committee. Items were also included in the Council Bulletin to consult with, and gain a perspective from, all members on our proposed select

committee structure. An email was also issued to consult with directors and assistant directors based on the proposed structure.

54. Feedback regarding the combination of the Audit and Governance Committee and the Standards Committee was also sought as part of this consultation process. Feedback on this subject is in addition to the proposed select committee structure and is not part of our recommendations, but rather a potential option for consideration in future if appropriate.

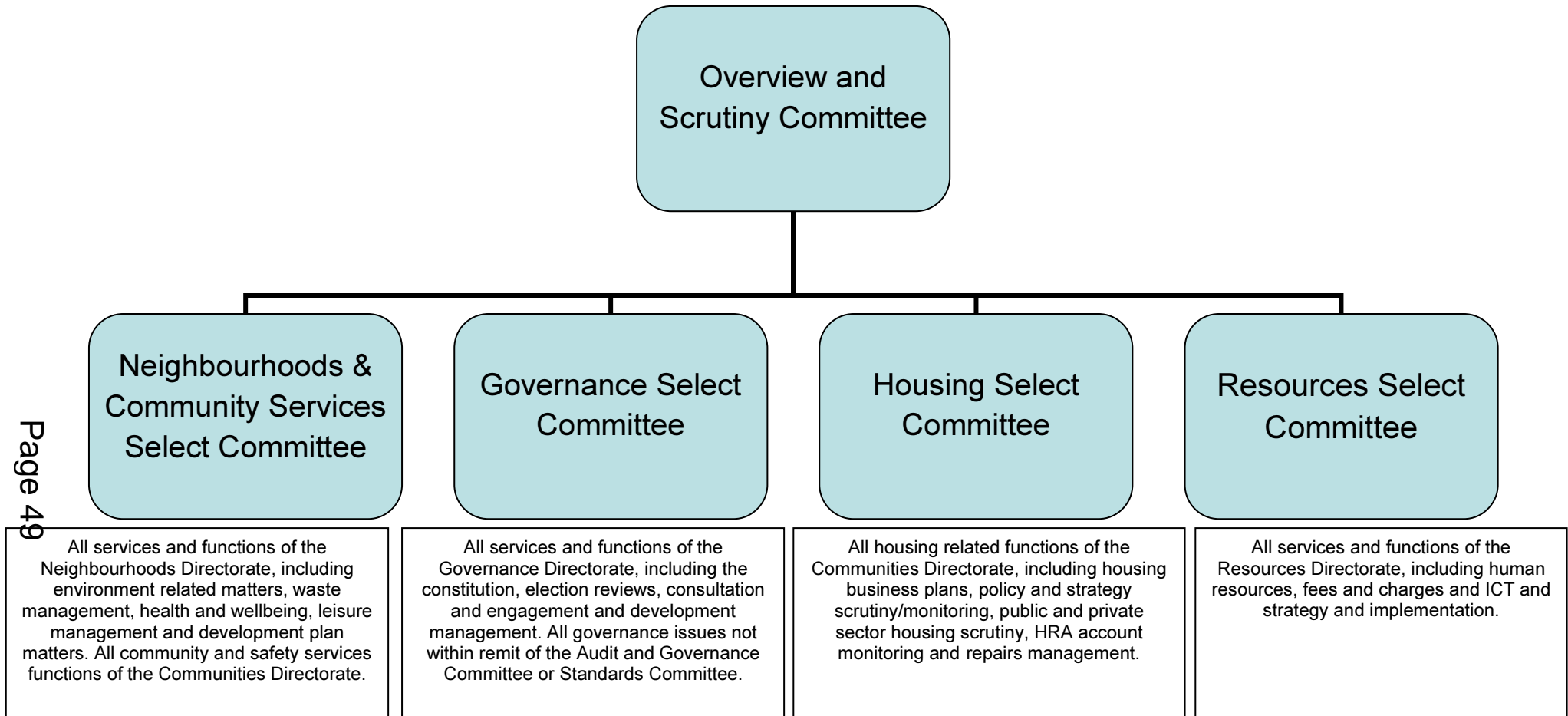
Conclusions

55. The Overview and Scrutiny Committee is asked to consider the recommendations set out at the commencement of this report, and to specifically agree a structure proposal for the overview and scrutiny framework.
56. The adoption of the proposed new overview and scrutiny framework is not a matter reserved to the Council. However, the Task and Finish Panel recommends that, subject to the agreement of its recommendations, the Council formally be advised of the future overview and scrutiny structure in view of the likely wider member interest in the establishment of the new framework. We have requested that the Director of Governance also reflect this in the report to the Council referred to earlier.
57. This report concludes the work of the Task and Finish Panel, which does not therefore require re-appointment for 2015/16. We would like to acknowledge the contribution of all those involved in our review of the overview and scrutiny framework. In particular, we would wish to thank officers of Democratic Services for the support and assistance we have received in undertaking the review.

Members of the Task and Finish Panel

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

Proposed Overview and Scrutiny Select Committee Framework



This page is intentionally left blank



Report to Overview & Scrutiny Committee

Date of meeting: 10th February 2015

Portfolio: Planning Policy

**Subject: Lee Valley Regional Park Authority – Park
Development Framework – Areas 6, 7 and 8
Consultation**

SCRUTINY



Epping Forest District Council

Officer contact for further information: Ian White

Committee Secretary: Adrian Hendry

Recommendations/Decisions Required:

- (a) To support 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;**
- (b) To express concern about the possible extent of new building being proposed in the Green Belt, especially in Area 6;**
- (c) 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;**
- (d) To encourage the Park Authority 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;**
- (e) 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.**

Report:

1. The Regional Park and the Park Authority were established by the Lee Valley Regional Park Act 1966. The Authority is required by statute to encourage or work with others to provide and manage facilities for "leisure, recreation, sport, games or amusements or any other similar activity, the provision of nature reserves and for the provision and enjoyment of entertainments of any kind." While it is not a planning authority, there is also a duty to prepare plans for the management and development of the Park. Under section 14 (2)(a) of the 1966 Act, a local planning authority must include in its development plan relevant parts of the park plan. Section 14 (2)(b) clarifies that such inclusion "shall not be treated as indicating the approval of the local planning authority to such plan".
2. The most recent Park Plan was adopted in 2000 and the Park Development Framework (PDF) is intended to replace it. For the purposes of the PDF consultation, the Park has been split into 8 areas with 1 being the southern end at East India Dock on the River Thames and 8 being the northern end at Ware in Hertfordshire.
3. The current consultation runs from 11th December 2014 to 12th February 2015 and can be viewed through the link www.leevalleypark.org.uk/go/678consult. The

consultation proposals are divided into 6 themes – Visitors, Sport & Recreation, Biodiversity, Community, Landscape & Heritage and Environment.

4. Area 6 (Waltham Abbey to Broxbourne) runs north from the M25 and the A121 at Waltham Abbey to Nazeing Road and Nazeing New Road (B194) at Lower Nazeing. It includes four sub-areas – Town Mead and Waterways (6.A.1); Royal Gunpowder Mills (6.A.2); Lee Valley White Water Centre (6.A.3), which is partly within Broxbourne Borough; River Lee Country Park (6.A.4) – which includes all of Area 6 except the sub-area 6.A.1; and Wharf Road inset (6.A.4.1) which is entirely within Broxbourne Borough. Significant parts of this area are formally designated for their heritage and wildlife importance. It also includes a glasshouse area on Paynes Lane, Nazeing, designated in the Local Plan Alterations.
5. Area 7 (Spitalbrook to Roydon) runs north from the B194 to the London to Cambridge rail line west of Roydon. It is divided into 3 sub-areas – Spitalbrook, Admiral Walk Lake and Dobbs Weir (7.A.1) – almost all of this is west of the River Lee navigation and is therefore mostly in Broxbourne Borough; Nazeing Meads and Carthagea (7.A.2) – the northern boundary is Dobbs Weir Road and the eastern boundary is Sedge Green and the rear garden boundaries of properties on the west side of North Street, Nazeing. This sub-area therefore includes two employment sites identified in the 1998 Local Plan – Nazeing Glassworks and the Hillgrove Business Park on Nazeing Road, and a designated glasshouse area off Nursery Road to the west of Peck’s Hill; Glen Faba and Roydon (7.A.3) – the eastern boundary includes parts of Sedge Green, Netherhall Road, Low Hill Road and the western edge of Roydon. The consultation document includes the following description – “The area suffers from a fragmented character caused by plant nurseries and extensive glasshouse development (particularly to the east) and suburban and industrial development and pylon lines that pass through the centre of the area.”
6. Area 8 runs north from Rye Meads to Ware and is therefore within East Herts District.
7. The proposals in the consultation document are generally in line with the statutory duties of the Park Authority – eg (i) encouraging access to the Park with segregated and enhanced routes for pedestrians, improved signage, and improved connectivity and public transport provision; (ii) developing and enhancing sport and recreation facilities including canoe trails, coarse angling, sailing and rowing; (iii) working with the Environment Agency, the Canal and River Trust, the Royal Gunpowder Mills and Natural England to manage and enhance designated wildlife areas and the wide mosaic of other habitats in the Park, also involving the removal of non-native invasive species; (iv) supporting community uses and local events in various locations throughout the Park, making ongoing improvements to the educational offer within the Park in line with the national curriculum, and continuing to support and encourage development of volunteer activities and programmes; (v) conserving and enhancing the many heritage features, particularly associated with the Royal Gunpowder Mills (RGM), and the general landscape of the Park; (vi) exploring opportunities for heritage themed trails based on the industrial past, wartime, and the gravel extraction and glasshouse industries; and (vii) resolving land contamination issues throughout the Park resulting from previous land uses.
8. Subject to the detail of individual projects, the Council should be supportive of these proposals, as they are 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.
9. However, there are two matters within the proposals which are of concern. Firstly, a significant number of new buildings are being suggested to support implementation of the proposals, particularly in Area 6 – these include (within or close to the boundary

of this district):

- a. a hotel, café or restaurant on the Hazlemere Marina in Broxbourne;
- b. a café/restaurant on the RGM site;
- c. an “adrenaline sports hub” in the vicinity of the White Water Centre (potentially to include a “state of the art” gym and physiotherapy suite, additional changing rooms, a café and climbing wall);
- d. a new visitor centre at Abbey Farmhouse;
- e. a new Bittern Information Point at Fishers Green – possibly to include indoor observation areas and classroom facilities;
- f. a redesigned/enhanced visitor centre at Holyfield Hall Farm to include an “indoor soft play centre” with classroom provision, restaurant and new visitor accommodation; and
- g. an equestrian centre in the Nazeing Marsh area; and in area 7
- h. sustainable visitor accommodation at Carthagena;

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.

10. Secondly, the Environment theme of the proposals states that land in non-Park compatible uses should be returned to parkland when current uses cease. More specifically, the relevant section of 6.A.4 (River Lee Country Park) states “Existing glasshouse sites within the RLCP at (i) Paynes Lane, Nazeing, (ii) Stubbins Hall Lane (off Holyfield Road, Waltham Abbey), and (iii) Langley and Mile Nurseries (west side of Crooked Mile, north of Marle Gardens) to continue in the short to medium term until the land can be brought into recreational or leisure use, through the use of the Authority’s land purchasing powers if necessary.” The document also indicates that it is likely that the Authority will resist major redevelopment or expansion of new large-scale glasshouse uses.
11. For sub-area 7.A.2, the document proposes (a) preparing feasibility studies for Park Act-compliant commercial uses that could be located on disused or untidy former horticultural sites along the eastern part of this area in Lower Nazeing, where planning permission is more likely to be granted for leisure/recreational built development; (b) exploring the option of using the Authority’s powers of compulsory purchase where opportunities are identified, including industrial sites; and (c) removal over the long term of non-Park compatible intrusive uses or mitigating their adverse impact through land purchasing powers. Specific glasshouse areas are again mentioned – sites at Sedge Green, Nursery Road, North Road, Dobbs Weir Road and Netherhall are proposed to be brought into recreational or leisure use in the longer term through land purchasing powers. The document also states however that “The Authority may consider proposals for land swaps which could allow expansion of glasshouses providing there is an overall increase in land devoted to Park compatible uses, and other Park Development Framework objectives are not prejudiced.”
12. Members will be aware of the Lea Valley Food Task Force which is chaired by the Portfolio Holder for Planning Policy. 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 is 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. Links have also been established with the London Stansted Cambridge Consortium and the West Essex Alliance.
13. The Park Authority has been consistent in its stand against glasshouse expansion

within the boundary of the Park, on the grounds that support for food production is not a statutory duty in the 1966 Act. However, the very specific nature of the section 6.A.4 and 7.A.2 proposals (and the fact that Authority officers have been regular participants in the Food Task Force meetings), coupled with the timing of the consultation, has caused considerable surprise. 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 has advised that, once the current consultation process has been completed, the draft proposals will be reviewed, taking on board the comments of the industry and all other stakeholders. A second round of consultation will be held in the summer of this year.

14. The Authority has also advised that it is not its intention to use compulsory purchase powers to undermine existing businesses. The powers will 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 are not clear on this point – eg Paynes Lane (Nazeing) is the location of Valley Grown Nurseries where permission was granted last year for a 9ha expansion to the existing glasshouse. That decision, which was called in by the Secretary of State although he decided to take no action on it, is currently the subject of judicial review (to be heard in late March).
15. The likely approach of the new Local Plan will be to support and encourage the glasshouse industry in line with NPPF policies on sustainable economic development and food production. A criteria-based policy approach is being promoted by the Food Task Force, moving away from the designated area approach in the current Local Plan and Alterations. The Council recognises the potential conflict between the statutory duties of the Park Authority and the economic pressures facing the growers, with increased competition from elsewhere in Britain and abroad. It is considered, however, that the proposals concerning potential compulsory purchase of glasshouse sites are unclear and unhelpful, and possibly disadvantageous to viable businesses. This approach could be seen as contrary to the more strategic aims of the NPPF, and is likely to conflict with policies in the new Local Plans of authorities which are members of the Food Task Force.

Reason for decision: The consultation has already proved to be very controversial, particularly in relation to the potential compulsory purchase of glasshouse nurseries. It is essential that the Council responds, giving the wider perspective of national planning policy and the regional work of the Food Task Force.

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

Consultation undertaken: Discussed at a Lea Valley Food Task Force meeting in mid-December

Resource implications:

Budget provision: From existing resources
Personnel: From existing resources
Land: N/A

Community Plan/BVPP reference:

Relevant statutory powers:
Lee Valley Regional Park Act 1966
Planning and Compulsory Purchase Act 2004

Background papers:

Park Development Framework – Draft Areas 6, 7 and 8 Proposals for Consultation December 2014

National Planning Policy Framework March 2012

Epping Forest District Local Plan 1998 and Alterations 2006

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

Key Decision reference: (if required)

This page is intentionally left blank

Overview and Scrutiny Work Programme – January 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 - (a) Monitoring of OS recommendations (b) OS work programme	10 November 2014	Last completed in November 2014	
(4) To review the strategic direction of Epping Forest College, its vision for the future and its relationship with the Community	01 July 2014	The new Principal of Epping Forest College addressed the July 2014 meeting. In September 2014, the Committee agreed that the Principal should be asked to address them on an annual basis.	

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

Scrutiny Panels

Housing Scrutiny Panel (Chairman – Cllr Murray)

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

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

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

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

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

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.	To go 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.	
(15) To review the specific quarterly KPI's for 2014/15	As Appropriate	Reviewed Q2 figures at January '15 meeting	

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

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

Finance and Performance Management Scrutiny Panel (Chairman – Cllr Church)

Item	Report Deadline / Priority	Progress / Comments	Programme of Future Meetings
(1) Key Performance Indicators – 2013/14 - Outturn	Outturn KPI performance (all indicators) considered at the first meeting of each municipal year.	Outturn KPI performance report for 2013/14 (all indicators) considered at meeting on 16 July 2014.	16 July 2014; 09 September; 11 November;
(2) Key Performance Indicators – 2014/15 – Quarterly Performance Monitoring	Quarterly KPI performance (specified indicators only) considered on a three-monthly basis.	Quarterly KPI performance report for 2014/15 (specified indicators) to be considered at the meetings to be held in September 2014 (qtr. 1), November 2014 (qtr. 2) and March 2015 (qtr. 3).	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 meeting.	
(13) Key Performance Indicators – Commercial Premises	Went to Nov.14 meeting Comprehensive report on current performance against KPI 11 (Rent) and actions to improve performance	Report made to meeting on 11 November 2014 (Minute 44 – 11 March 2014 refers)	
(14) Call response/handling performance indicator	Report on options following introduction of new telephony system.	Report made to the 9 September 2014 meeting (Minute 42 – 11 March 2014 refers) - a further sample monitoring report to be brought to a future meeting.	
(15) Use/cost of Consultants	Report on value and benefit derived from the use of consultancy services across the Council services.	Report to be made to meeting during 2014/15 (minute 40 – 11 March 2014 refers)	

Task and Finish Panels

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

Item	Report Deadline / Priority	Progress/Comments	Programme of Future Meetings
First meeting to define Terms of Reference held on 29 September 2014	Final Report by Feb 2015	Final Report to go to the February 2015 O&S Committee meeting.	29-Sept-2014 20-October-2014 25-November-2014 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 (19 February 2015).	

Grant Aid Task and Finish Panel (Chairman – ?)

Item	Report Deadline / Priority	Progress/Comments	Programme of Future Meetings
First meeting to define Terms of Reference – still to be had.	Final Report by Feb 2015	Final Report to go to the February 2015 O&S Committee meeting.	1 st meeting held on 14 January 2015

This page is intentionally left blank

**Request by Member for Scrutiny Review
2014/15 Work Programme**



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

Proposers Name: Cllr Helen Kane	Date of Request 19.01.15
Supporting Councillors (if any): Cllr. David Stallan Cllr. Gary Waller	
Summary of Issue you wish to be scrutinised: <p>As part of the budget savings exercise, officers were asked to provide a report to a future meeting of the Finance and Performance Management Cabinet Committee on the most effective use of the budget relating to youth engagement from 2016/17.</p> <p>The budget under this heading is £54,000 per annum and includes the staffing costs of one full-time and one part-time member of staff (including on-costs) and the operating costs of the District's Youth Council. The operating costs of £12,000 per annum, include travel and training expenses and delivery of specific projects that are identified through the annual Youth Conference, which is a consultation event involving young people representing every secondary school in Epping Forest District.</p> <p>Rather than simply ask officers to report back on their proposals from 2016/17, and in view of the important role that young people play in our community and the valuable contribution they can make, I would like to propose that the Overview and Scrutiny Committee establish a Task and Finish Panel to undertake a review of potential options for the best use of the existing budgets for youth engagement for the future.</p> <p>Members that attended the last Overview and Scrutiny Committee will be aware of the articulate and insightful presentation from representatives of the District's Youth Council on the work they have undertaken since being elected in April 2014. Therefore, if the Overview and Scrutiny Committee is in agreement with this proposal, in addition to the appointed councillors, I would suggest that two representatives from the District's Youth Council are invited to become co-opted members of the Task and Finish Panel (which would have to be without voting rights – although it is recognised that the panel will not have any executive decision making powers), in order to provide the Panel with the views of young people on what they feel is best use of a relatively small financial resource.</p>	
q7	
Public Interest Justification:	

Young people are an important part of our community, and some will be the community leaders of tomorrow. The Council's work on youth engagement is incredibly important, and we therefore need to ensure that the small resource allocated to this role is being utilised in the most cost-effective way.

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

Youth engagement is seen as a priority for a range of public and voluntary sector agencies, including the Police (and Crime Commissioner), Essex County Council, Health Services and range of voluntary organisations. This is not only to ensure that young people have access to core services that are provided, but to enable them to be involved in the design and delivery of these.

It also provides the opportunity for agencies to build positive relationships with young people and promote good health and wellbeing, in order to help reduce or prevent issues of risky behaviours, such as alcohol and drug abuse, poor sexual health and anti-social behaviour.

The Council therefore needs to engage with its young people who are at the core, and are the future of its' local communities, to ensure community cohesion, wellbeing and longer term sustainability.

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

The main method of youth engagement undertaken by the Council is currently through the Epping Forest Youth Council and, less formally, through the many outreach activity programmes provided by Community Services.

In comparison to neighbouring authorities and others across Essex, the related performance of these initiatives to engage young people is likely to be Green – Amber, with these services having a good reputation across Essex.

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

There is currently a Task and Finish Panel underway to consider Grant Aid Policy – however, this proposal covers a completely different area

Office Use:

Pick score:

Considered By OSCC:



**Epping Forest
District Council**

THE KEY DECISION LIST

INCLUDING PROPOSED PRIVATE DECISIONS

(5 January 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.

Page 9

Cabinet Membership 2014/15

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

Contact Officer

Gary Woodhall
Democratic Services Officer

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

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

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Corporate Plan 2015-20	To approve the Corporate Plan 2015-20.	Yes	9 March 2015 21 April 2015	Cabinet Council		Barbara Copson 01992 564042	
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 - 3 JANUARY 2015 TO 30 APRIL 2015

PORTFOLIO - PLANNING POLICY

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

WORK PROGRAMME - 3 JANUARY 2015 TO 30 APRIL 2015

PORTFOLIO - FINANCE

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

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

WORK PROGRAMME - 3 JANUARY 2015 TO 30 APRIL 2015

PORTFOLIO - ENVIRONMENT

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Transfer of Storm Grilles on main rivers from EA to EFDC	Council requested to act as agents for Environment Agency to monitor & clear 12 storm grilles on main rivers across the District	Yes	3 September 2015	Cabinet		Kim Durrani 01992 564055	

WORK PROGRAMME - 3 JANUARY 2015 TO 30 APRIL 2015

PORTFOLIO - HOUSING

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Off Street Parking Programme	To appoint the Council's Off-Street Parking Consultant. To agree the future programme.	Yes	30 January 2015 2 February 2015	Housing Portfolio Holder Cabinet		Paul Pledger 01992 564248	Tender Document
Housing Development Strategy	To approve an updated Strategy	Yes	2 February 2015	Cabinet		Paul Pledger 01992 564248	
Annual Review of Waivers to Contract Standing Orders	To agree required waivers to Contract Standing Orders.	No	2 February 2015	Cabinet		Paul Pledger 01992 564248	
Funding of Legal Costs and Waiver of Contract Standing Orders	To approve budget provision for increased legal costs – Housing Register & Homelessness cases.	No	2 February 2015	Cabinet		Roger Wilson 01992 564419	
Tenders for Double Glazing Installations in Blocks with Leaseholders	To agree the tenders	Yes	6 February 2015	Housing Portfolio Holder		Paul Pledger 01992 564248	Tender Report
Housing 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	
Council Housebuilding	Annual review of sequencing/phasing of	Yes	13 April 2015	Cabinet		Alan Hall 01992 564004	

g Programme Review	potential development sites.						
Tenders for Gas Servicing Contract	To agree the tenders	Yes	17 April 2015	Housing Portfolio Holder		Paul Pledger 01992 564248	
Council Housebuildin g 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 Strategy 2013-16	To approve the adoption of the new Housing Strategy	Yes	7 September 2015 15 December 2015	Cabinet Council		Alan Hall 01992 564004	

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Community Arts - Savings Business Case	To determine the level of budget savings to be applied to the Community Arts Service.	No	2 February 2015	Cabinet		Julie Chandler 01992 564214	

WORK PROGRAMME - 3 JANUARY 2015 TO 30 APRIL 2015

PORTFOLIO - SAFER, GREENER AND TRANSPORT

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Parking Strategy & New Pay-and-Display Machines	Report outcome of public consultation on parking strategy and seek additional capital allocation for the introduction of any changes required, including new Pay-and-Display parking meters.	Yes	3 November 2014	Cabinet		Kim Durrani 01992 564055	
Nomination of Schemes for NEPP	To review criteria for nomination of schemes to the North Essex Parking Partnership (NEPP).	Yes	1 December 2014	Cabinet		David Oxborrow 01992 564182	
Match Funding for Highways Works	To match fund up to £50,000 for ECC to carry out works in the District	No	2 February 2015	Cabinet		Kim Durrani 01992 564055	
Car Parking	Parking Strategy & revised tariff	Yes	2 February 2015	Cabinet		Kim Durrani 01992 564055	
Safeguarding Self-Assessment Audit	Outcome of the Audit.	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
------	-------------	-----------------	---------------------	-------------------	---------------------	--------------------------------	----------------------

WORK PROGRAMME - 3 JANUARY 2015 TO 30 APRIL 2015

PORTFOLIO - ASSETS & ECONOMIC DEVELOPMENT

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Marketing of an Operational Management Agreement at North Weald Airfield	To consider the Savills report to soft market the management of the Airfield for aviation purposes	Yes	6 October 2014 4 November 2014	Cabinet Council		Chris Pasterfield 01992 564124	Savills Report (confidential)
Proposed Development of St Johns Road, Epping	Potential purchase of ECC land interest in St Johns Road site	Yes	6 October 2014 4 November 2014	Cabinet Council	YES, paragraph (3)	Colleen O'Boyle 01992 564475	Design & Development Brief
Oakwood Hill Depot	To consider the development of a new Depot for Grounds Maintenance & other services.	Yes	2 February 2015	Cabinet		Chris Pasterfield 01992 564124	
Epping Forest Shopping Park	To accept a capital sum in return for the Council to release the purchasers of the T11 site from a clawback provision relating to the development use. To enter into an agreement with Polofind Limited for development of the Shopping Park.	Yes	2 December 2013 2 February 2015	Cabinet Cabinet	YES, paragraph (3)	Colleen O'Boyle 01992 564475	Report by Colliers International
Signing of Development Agreement for St John's Road, Epping	To sign an agreement for the development of the St John's Road area in Epping	Yes	10 April 2015	Assets and Economic Development Portfolio Holder		Chris Pasterfield 01992 564124	

WORK PROGRAMME - 3 JANUARY 2015 TO 30 APRIL 2015

**PORTFOLIO - GOVERNANCE & DEVELOPMENT
MANAGEMENT**

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