



Overview and Scrutiny Committee Tuesday, 23rd February, 2016

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, 23rd February, 2016
at 7.30 pm .**

**Glen Chipp
Chief Executive**

**Democratic Services
Officer:**

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Members:

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

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

PLEASE NOTE THAT THERE WILL BE A SHORT PRE-MEETING FOR ALL MEMBERS OF THE COMMITTEE STARTING AT 7p.m. IN COMMITTEE ROOM 1, SO THAT THE LINE OF QUESTIONING FOR THE PRESENTATION CAN BE DISCUSSED.

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:

“I would like to remind everyone present that this meeting will be broadcast live to the internet (or filmed) and will be capable of repeated viewing (or another use by such third parties).

If you are seated in the lower public seating area it is likely that the recording cameras will capture your image and this will result in the possibility that your image will become part of the broadcast.

This may infringe your human and data protection rights and if you wish to avoid this you should move to the upper public gallery.

Please could I also remind members to put on their microphones before speaking.”

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 - 20)**

Decisions required:

To confirm the minutes of the meetings of the Committee held on 05 January 2016.

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 and Scrutiny Committee 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 Overview and Scrutiny 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 overview and scrutiny meeting purely for the purpose of answering questions or providing information on such a matter.

6. BARTS HEALTH NHS TRUST - PRESENTATION

To receive a presentation from the Barts Health NHS Trust, updating the Committee on their improvement plan and reporting back on matters raised at their previous visit to this Committee (9th June 2015).

We hope to have Fiona Smith (Managing Director for Whipps Cross Hospital), together with Dr Heather Noble (Medical Director) and Felicia Kwaku (Interim Director of Nursing).

7. KEY OBJECTIVES KEY ACTION PLAN 2015/16 - QUARTER 3 PERFORMANCE (Pages 21 - 46)

(Director of Governance) To consider the attached report.

8. BASILDON BOROUGH LOCAL PLAN CONSULTATION (Pages 47 - 50)

(Director of Neighbourhoods) to consider the attached report.

9. YOUTH ENGAGEMENT TASK AND FINISH PANEL - UPDATING REPORT (Pages 51 - 52)

(Director of Communities) To consider the attached report updating members on the recommendations made and agreed in December 2015 by the Cabinet.

10. REVIEW OF WASTE RECYCLING COLLECTION ARRANGEMENTS (Pages 53 - 68)

(Director of Neighbourhoods) To consider the attached report.

11. CONSULTATION FROM THE ESSEX COUNTY FIRE AND RESCUE (Pages 69 - 70)

(Director of Neighbourhoods) To consider the attached report.

12. WORK PROGRAMME MONITORING (Pages 71 - 88)

(a) To consider the updated work programme

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

(b) Reserve Programme

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

OSC will 'pull out' items from the list and allocate them accordingly once space

becomes available in the work programme following the completion of existing reviews.

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

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

13. KEY DECISION LIST - REVIEW (Pages 89 - 104)

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

14. 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 Paragraph Number	Information
Nil	Nil	Nil	

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

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

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

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

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

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

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EPHING FOREST DISTRICT COUNCIL OVERVIEW AND SCRUTINY MINUTES

Committee:	Overview and Scrutiny Committee	Date:	Tuesday, 5 January 2016
Place:	Council Chamber, Civic Offices, High Street, Epping	Time:	7.30 - 9.11 pm
Members Present:	Councillors R Morgan (Chairman) K Angold-Stephens (Vice-Chairman) N Avey, K Chana, T Church, D Dorrell, L Girling, P Keska, J Lea, A Mitchell, G Mohindra, S Neville, B Rolfe, G Shiell, B Surtees and D Wixley		
Other Councillors:	Councillors R Bassett, W Breare-Hall, A Grigg, H Kauffman, J Philip, C P Pond, C C Pond, D Stallan and C Whitbread		
Apologies:	Councillors S Kane, S Murray and M Sartin		
Officers Present:	D Macnab (Deputy Chief Executive and Director of Neighbourhoods), K Bean (Planning Policy Manager), S Tautz (Democratic Services Manager), A Hendry (Senior Democratic Services Officer), S Kits (Social Media and Customer Services Officer) and M Jenkins (Democratic Services Officer)		
By Invitation:	Cllr R Gooding (Essex County Council), B Page (Epping Forest College) and M Pincombe (Essex County Council)		

35. 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.

36. SUBSTITUTE MEMBERS

It was reported that Councillor K Chana was substituting for Councillor M Sartin and Councillor J Lea was substituting for Councillor S Kane.

37. MINUTES

RESOLVED:

That the minutes of the last Committee meeting, held on 20 October 2015 be signed by the Chairman as a correct record.

38. DECLARATIONS OF INTEREST

Councillor W Breare-Hall declared a non-pecuniary interest in the following item of the agenda by virtue of being a governor of Epping Forest College. He advised that his interest was not prejudicial and he would remain in the meeting for the duration of the item and consideration thereon:

- Call-in – Release of Restructure covenants on land at Epping Forest College.

39. CALL-IN - RELEASE OF RESTRUCTURE COVENANTS ON LAND AT EPPING FOREST COLLEGE, LOUGHTON

The Chairman welcomed the participants for the Call-in, the relevant Portfolio Holder, Councillor J Philip and the two lead members who initiated the call-in, Councillors Chris Pond and H Kaufman. Also in attendance was Brian Page, the interim Principal of Epping Forest College; County Councillor Ray Gooding, the ECC Cabinet Member for Education and Lifelong Learning and Mark Pincombe the ECC School Organisation Officer.

The Committee considered the call-in of the Cabinet's decision (report C-018-2015/16) taken on 5 November 2015 regarding the release of restrictive covenants on land at Epping Forest College, Loughton. The decision being called in was:

(1) *That a Deed of Release of the 1952 and 1955 Covenants be issued by the Council, consistent with the previous Deeds of Release on the land at Epping Forest College, on the following basis:*

(a) *A Deed of Release of the 1952 and 1955 Covenants consistent with the previous deeds of release is executed by the Council and is held in escrow pending written confirmation from the College's Solicitors to the Council that:*

(i) *the College's application for [outline] planning permission for the development of its new Sports, Health and Well-Being facility for the benefit of the College's students and the wider community has been submitted to the Council; and*

(ii) *Contracts for the College's sale of the Middle Site and part of the Playing Fields for residential development, conditional upon execution of such Deed of Release of the 1952 and 1955 Covenants, have been signed and are held in escrow pending execution and delivery of the said Deed of Release; and*

(2) *That the pre-emption rights of the Council not be exercised on the land.*

The Call-in was based on the following premises, that:

- 1) *The covenants were imposed by the London County Council to protect an adequate supply of land for educational and NHS use in the vicinity of the residential development they had undertaken.*
- 2) *That need remains valid today.*
- 3) *ECC projections of rising 5s, plus the factors of extensive EFDC council house building and of continuing in-migration, imply a new school will be needed in 7-10 years.*
- 4) *There is no suitable spare land in Loughton on which a new school could be built.*
- 5) *Therefore this land, use of which was restricted for the needs of the then LEA (and NHS), should continue to be protected by covenant, for its original purpose.*

The lead member of the call-in, Councillor Chris Pond was asked to open the discussion. He noted that the covenants were applied by the London County Council (LCC) on completion of the Debden Housing Estate to provide educational facilities. Later the land was transferred to the further education college. The covenant was

transferred to EFDC and was still valid for educational facilities. He also noted that the financial compensation would not be sufficient.

The education projection of the population by the ONS suggested that no new places were to be needed in the next 10 years. But this did not take into account the Local Plan and the need for new houses. ECC had responded to the expanding need for places in Loughton, but now there was no more room left to expand. County Councillor Val Metcalfe and myself have been worried about this situation and had asked Councillor Gooding to visit Loughton. He did say that the county was not in a position to buy the land immediately but he would like to protect it for the future. The site on the field was of 11 acres and would be able to provide a new sports centre, a valuable asset for the community, as well as a new primary school which would take up about 3 of the 11 acres. Pertinent to protect at least a part of it for the purpose it was designated for.

Therefore I am asking that this be referred back to the Portfolio Holder for further consideration with a view to adding into the conditions after the words: "and the wider community" something like "taking into account the need to protect the suitable area of land for establishing a new school to the requirements of the education authority".

I would also point out that I think that the proposed condition as it is presently drafted maybe legally defective, in that it would permit the college, having secured planning permission for a new sports facility then not to proceed with it and to sell the land on without any protection from the covenant. As a grant of planning permission did not always compel the applicant to build as authorised. Although, I am not saying that Epping Forest College was acting in bad faith; but we know that colleges are subject to the whims of government policy and their finances are not always ensured.

Councillor Kaufman added that part of the site was in his ward and provided a local amenity. There were also pressures on school places in that area. All the land was urban open space as defined by EFDC's Local Plan. It would be a departure from Council policy to open up open space just for housing. I suggest that we have some local research commissioned by the Council to look at the local plan. Until we have a new Local Plan we would not know how many houses were to be built and therefore how many school places were to be needed. He also noted that no local consultation had taken place; neither the ward members nor the local population had been consulted. Other authorities having a similar case had decided to consult their local residents. On a site like this, including blocks of flats you would be looking at about 200 to 250 units being built. Where were these people to put their kids? There was no provision for education. We should reserve 3 acres from the covenant for the provision of a school.

Councillor Kaufman also went on to note that the value of the land differed substantially whether it had a covenant or not attached to it.

Finally, in his opinion, he did not believe that EFDC had undertaken its statutory duty of obtaining 'best value' for this council.

He would like O&S to send it back to the Cabinet for further consultation.

The responsible Portfolio Holder, Councillor Philip, was then asked to make his opening statement. He thanked the councillors for calling in this decision and noted that it was interesting that it was only for educational facilities and not for health facilities which were equally valid.

However, he thought that Councillor Pond's legal points were not valid. He had asked officers to consult ECC about this on a number of occasions asking them specifically to confirm if they wanted this site for educational purposes. It was not until we had confirmation from the County Council that they did not want this site that he took it to the Cabinet.

He noted that for a number of reasons we did not have our Local Plan in place at present. However we know that we are not looking to have the Local Plan adopted until 2017/18.

The Council received a request from Epping Forest College to release the Covenant and had to process that request in a reasonable timescale. So, waiting for another two years to know what our Local Plan was going to look like would not be a timely response.

Councillor Philip noted that it was not his job to address the provision of primary educational needs for the area. Officers had asked Essex County Council's Education department and they said that they did not want it.

He would not want to say that Epping Forest College would not line up with the conditions that we had put on. We had seen on previous occasions that when the Council had put on conditions on the release of covenants that Epping Forest College had followed those. He took legal advice on whether the conditions we were putting on were appropriate and they were.

Looking at the issue of local input into this; they had discussed this fully at Cabinet, which was a perfect opportunity for local ward members to put forward their points of view.

He was surprised to hear Councillor Kaufman say that that the average in this district were 18 to 20 dwellings per hectare. It was not.

The area of release was requested for the whole site. It would give an opportunity for the college to generate sufficient revenue to put in place the sports facilities that have been identified by everyone as delivering significant benefit to the area. Not just Loughton but also the surrounding areas.

The difference in value as Councillor Kaufman referred to has to be taken back to the difference in value to when the covenant was put in place in 1952. Which was in the order of £10k. The cost of taking this to the Land Tribunal would be significantly in excess of that.

This was a decision that we looked at in great depth, this was a decision in which we asked the education authority whether they wanted the land and they did not. Given that we had no option but to say that it made sense to release the covenants.

We have looked at this in great depth, it was a sensible decision and I ask you to keep the decision as is.

The Chairman asked if any of the invited guests had any comments to make at this point.

Mr B Page the interim Principal of Epping Forest College emphasised that the proposed sports centre would be for Community use as well as college use. They were seeking to replace the leisure centre that was there. The sports centre would be for their students use and for the community. They were also seeking to dispose of

their surplus land and the derelict building there now using the capital receipts to fund the development and he added that their financial base was very strong.

If the release of the covenants did not go ahead then their plans would have to be slimmed down.

County Councillor R Gooding, the ECC Cabinet member for Education and Lifelong learning thanked Councillor Pond for his summation of their discussions. He noted that at present the ECC was not in a position to purchase this land to bank for future use. He was confident that we did not need this land for school development in the next 10 years. He would like to hedge his bets as this may be an issue in 15 to 20 years time, but the covenant was in the District Council's control now. In terms of overall pupil numbers this was not an issue for new housing.

In summary the ECC did not need new places for the next 10 years and it was up to EFDC what they did with the covenant.

Mr M Pincombe, the ECC School Organisation Officer noted that the situation had been well described. As for the forecast for school places for the next 10 years; they were confident for the first 5 years as it was based on children living in the area; but the following 5 years they were less confident as that was based on trends and ONS data. But statically they are fairly accurate on a long term basis. They had looked at the forecast over two areas, Loughton and Buckhurst Hill. They would require additional places over the next 10 years but we already have that planned. It takes into account housing that we are aware of and planning permission in these areas. But obviously it did not take into account new housing. But for the figures that we have we are confident that we could accommodate them certainly from 2017.

Finally to state again, they are just forecasts; I can't say we will not require any additional places in Loughton primary schools in the next 10 years but what I cannot do is demonstrate with evidence that there was a need for additional places in the next 10 years in the area.

The meeting was then opened to general discussion. Councillor Surtees asked if consent would be held off until planning permission was granted or had been applied for; when we have some clarification. Councillor Philip said it would be for an application for outline planning permission.

Councillor Surtees went on to say that for matters as important as this it was not satisfactory just to involve the local councillors, it was more appropriate to have wider public consultation.

Councillor Mohindra noted that he was a Chigwell Councillor and was interested in what the Essex Officer had to say about the provision of places in Buckhurst Hill and Loughton but not necessarily Chigwell. They had issues with Chigwell Primary School and he had concerns about the provision of schooling in that urban triangle.

He thought the proposal of part of the site not being released was an interesting one. He did not agree with the other sentiments being put forward about consultations especially as we have had the college at our meetings and we have discussed potential future plans. He had reservations and if the Portfolio Holder would like to revisit part of the decision I would be agreeable to that.

Councillor Girling remarked that he had a young family who may be affected by this and so had people that he knew. They were not being listened to. They could not get school places in Loughton and had to go to Chigwell. Many had to travel over the

district and you may have people from Epping having to go to Loughton or Chigwell schools. There was a need to involve families over this as there were no local schools for local families.

The Local Plan does not talk about amenities needed, but school places were a major problem. For my information I would like to know if the ECC own all the school sites; do educational trusts and independent schools have a say if they wanted this land?

I have spoken to eight local head teachers in Loughton who all said they could not take any more children into their schools. Population statistics should relate to the whole district and not just to Loughton. And if ECC cannot afford it, could another education establishment take this on.

County Councillor Gooding accepted his concerns. In the issue around preference for school places the County had less input and control as more schools are becoming academies and become more directly related to the Department of Education. Parental preferences across the county can mean you might not go to a local school. So all good schools are over subscribed and have waiting lists. Also, we cannot have an over supply of school places. It was a difficult process matching supply with demand. The DFE are the only other education authority likely to make speculative purchases and I can't speak for them.

Councillor Wixley was aware that in the past schools closed down and then had to be replaced. Could we have a compromise on this and set aside some local land in case a primary school was needed. Seems to me an air of caution should be adopted and some land set by for the eventuality that we would need an extra primary school.

Mr Page replied that the College had been working with some property advisors, giving them some advice on figures and he would say that unless we can dispose of all the area that we do not require it would become unviable and therefore needed release of the covenant. So even keeping part of it in reserve would still have significant impact on our model for the scheme we would like for the community.

The lead member responsible for the call-in and the Portfolio Holder were asked to sum up the debate.

Councillor Pond in summation asked that the decision be referred back to the Portfolio Holder for:

- Correction of the loopholes when the covenant was discharged on just a planning application;
- To allow for consultation of local residents as nothing matters more to people with children than their education; and
- That the question of the reservation of part of the site be pursued as it had not been considered before. We heard what Mr Page said but we need to see those figures.

Finally I ask the Committee to refer the decision back to the Portfolio Holder for reconsideration.

Councillor Philip thanked Councillor Pond. He wanted to address the key points:

- The provision of sports facilities was something that we as a council want to happen. Only EF College could do this as they own the land;
- Trends for school places were driven by ONS data. The same data we use for forecasting housing figures and as part of our Local Plan; and the evidence of

ONS figures are accepted by Planning enquiries and I would suggest Land Tribunals;

- He understood Councillor Girling's passion for young families and it was important. However, we must look at this on the basis of the evidence that we have. It's not a guess, we used the same figures that the County Council used;
- I do not agree with the call for local consultation, we can't consult on every local decision the Cabinet takes, we have local councillors who can partake in the discussion at Cabinet meetings. And, who should we consult, families, people who propose to have families in the future, or all residents?

We were asked by the college to release these covenants, not just on part of the site; and we have looked carefully at this and our research has led us to believe it would not be needed for the next ten years for education needs. Given that was the case I believe we made the right decision to release the covenants, we made the right decision at Cabinet and I ask you to endorse that decision.

RESOLVED:

That the Overview and Scrutiny Committee confirmed the original decision of the Cabinet (C-018-2015/16) regarding the release of restrictive covenants on land at Epping Forest College, Loughton.

40. CORPORATE PLAN - KEY ACTION PLAN 2015/16 - QUARTER 2 PERFORMANCE

The Committee received a received a report from the Deputy Chief Executive regarding the quarter 2 performance figures of the Key Objectives Key Action Plan for 2015/16. The Corporate Plan is the Council's key strategic planning document, setting out its priorities over the five-year period from 2015/16 to 2019/20. The priorities or Corporate Aims are supported by Key Objectives, which provide a clear statement of the Council's overall intentions for these five years.

It is important that relevant performance management processes are in place to review progress against the key objectives, to ensure their continued achievability and relevance, and to identify proposals for appropriate corrective action in areas of slippage or under-performance. This report presents progress against the Key Action Plan for 2015/16 at the end of the second quarter (30 September 2015).

Progress against the Key Action Plan was reviewed on a quarterly basis to ensure the timely identification and implementation of appropriate further initiatives or corrective action where necessary.

It was noted that at the end of Quarter 2:

- a) 49 (89%) of the individual actions have been achieved or are on target to be achieved by the target date or a revised target date by the end of the year;
- b) 5 (9%) of the individual actions are behind schedule and may not be completed by the end of the year;
- c) 1 (2%) of the individual actions are currently on hold as a result of external circumstances.

Councillor Mohindra asked if the new Economic Development Plan for the District was still to be implemented and was told that it had slipped by another month to six weeks.

Councillor Wixley wanted to know the latest on working in Partnership with Moat Housing to commence the development of the Council garage site. He was informed that there would be a meeting between the cabinet house building committee and Moat Housing on 19 January and hopefully this would be on that agenda.

RESOLVED:

That the progress made at the end of quarter 2 against the Key Objectives Key Action Plan for 2015/16 be noted.

41. CHELMSFORD CITY LOCAL PLAN ISSUES AND OPTIONS - CONSULTATION

The Planning Policy Manager, Mr K Bean introduced the report on Chelmsford City Local Plan consultation issues. Chelmsford's current local plan runs until 2021 and the next local plan is intended to roll forward to 2036. This consultation on the issues and options was the first of three such public consultation exercises.

The Issues and Options consultation runs from 19 November 2015 to 21 January 2016 – longer than the normal six-week period, but allowing for the Christmas/New Year break. 30 questions have been posed by this consultation document.

Chelmsford shares boundaries with seven other Essex local authorities including Epping Forest District. It has an area of about 34,000 ha, 34% of which is in the Green Belt – this covering the south-west of the City Council area, including the boundary with this Council. It has a current population of 168,300 (with approximately 110,000 in Chelmsford Urban Area) and this is expected to increase to 192,000 by 2022.

There are 13 themes which make up the vision for the new Local Plan. From Epping Forest Council's perspective, the most significant of these are:

- protecting the Green Belt – there was no intention to undertake a strategic review;
- meeting the housing needs of existing and new communities (including appropriate levels of affordable and other specific forms of housing) at sustainable locations where supporting infrastructure will be provided;
- ensuring sufficient land was available to promote a wide range of employment and business opportunities, and continuing to support and encourage diversification within the rural economy;
- supporting development and improvement of the strategic transport network, including (inter alia) a potential western relief road for Chelmsford City; and
- retaining the town's status as the premier city centre shopping destination in Essex – this should be reinforced by the opening of the new Bond Street centre in 2016 (anchored by John Lewis).

The consultation document outlined how (i) housing need (including affordable housing) has been calculated at 930 new homes per year (totalling 13,950 over the period 2021 to 2036) and (ii) using Edge Analytics work, the need to make provision for an additional 887 new jobs per year was also to be tested through the consultation.

Mention was also made of future accommodation needs for travellers with the Essex Gypsy and Traveller Accommodation Assessment (GTAA – 2014) identifying a need

for an additional 55 pitches in the period 2013 to 2033. The consultation document suggested that (i) the revised Government Guidance (Planning Policy for Traveller Sites 2015) may reduce this figure, because of changes in the definition of a “traveller” for planning purposes, and (ii) the need can be broadly met by making provision on major housing sites.

Members noted that provision for traveller sites and pitches was a particularly difficult issue for this authority because of the 92% Green Belt coverage and the fact that permanent and temporary pitches were inappropriate development in the Green Belt. As this authority has a target of 112 extra pitches from the Essex GTAA 2014, one of the options for meeting this figure will be to discuss with our neighbouring authorities the possibility of their meeting some of this need through joint or shared provision. Chelmsford’s consultation document does not mention this as a potential option and therefore the report suggested in the response sent, raising this matter as a cross boundary issue.

Councillor Neville noted that there were other ways of dealing with bottle necks other than building a new (western) bypass – such as increasing public transport.

Councillor Wixley asked if the development of the Gypsy and Traveller sites would have to be in one authority or the other or would they be jointly owned. The Planning Policy Manager explained that under the duty to co-operate requirements, if it could be demonstrated that the identified need for additional pitches cannot be met within Epping Forest District, surrounding authorities maybe asked to consider whether they are able to provide suitable pitches to help meet any identified EFDC shortfall. Councillor Wixley asked if that meant that Chelmsford was unwilling to co-operate. Mr Bean replied that this could not necessarily be assumed and at this early stage with Chelmsford’s plan, the intention was just to flag the concern up as a potential boundary issue.

Councillor Chris Pond asked how recommendation ‘f’ on the support of the potential western bypass to Chelmsford helped this district. Mr Bean agreed that maybe the word ‘support’ was too strong in this context. Councillor Pond supported Councillor Neville’s request that the wording be changed to “notes with interest”. This change of wording was agreed by the Committee.

RESOLVED:

That the following comments on and responses to the consultation be made:

- (a) To note Chelmsford City Council’s commitment to on-going co-operation with other Councils and key organisations on cross-boundary planning issues including housing provision;
- (b) To note the approach being proposed for future provision for the travelling community in the light of the revised guidance “Planning policy for traveller sites” (August 2015), and to suggest that this should be included as a cross-boundary issue, particularly with reference to paragraphs 4(d), 4(h), 10(c) and 16 of the revised guidance;
- (c) To support the City Council’s intention to discount development growth in the Green Belt;
- (d) To support the intention to meet the housing needs of existing and new communities including appropriate levels of affordable housing and of other specific groups at sustainable locations and including necessary supporting infrastructure;
- (e) To support the spatial principles and the options (including hybrids) for accommodating future growth;

- (f) To note with interest the idea in principle of a potential western bypass to Chelmsford.

42. CROSSRAIL 2 - CONSULTATION

The Planning Policy Manager, Mr K Bean introduced the report on the consultation relating to Crossrail 2, which had a deadline of 8 January 2015.

Following an earlier consultation in 2013, the route for Crossrail 2 was decided upon with the Regional option favoured over the Metro option. This decision accorded with the route preference expressed by this Council at that time. Subject to funding and Government approval, it was anticipated that an application for powers could be made in 2017, with construction beginning in 2020 and completion at the earliest in 2030.

The route of the Regional option Crossrail 2 Line would run north-east to south-west in tunnels through central London linking up Wimbledon with Tottenham Hale. At the south-west end separate spurs following existing track run to Shepperton, Hampton Court, Chessington and Epsom. At the north-east end of the line a branch was proposed from Dalston heading to New Southgate in Enfield via Seven Sisters. However, the main line would run through Tottenham Hale following the West Anglian Mainline (WAML) route up to Broxbourne.

Crossrail 2 was proposing to build additional track and station infrastructure along the WAML between Tottenham Hale in the south and Broxbourne to the north. Officers understood that the existing twin track line is soon to be upgraded by Network Rail to three tracks between Coppermill Junction, south of Tottenham Hale, and Angel Road station. Crossrail 2 requires the addition of more tracks along the route to at least just north of Broxbourne. At present there remains a question mark whether the Crossrail 2 line terminates at Broxbourne or continues to either Hertford East or Harlow. Whilst canvassing opinions on the potential route beyond Broxbourne was not the subject of this consultation it would clearly be of great interest to local authorities in the London Stansted Cambridge Consortium (LSCC) wider area.

Mr Bean flagged up the following issues for Members' consideration and agreement for including in the Council's consultation response:

- That it was important to understand what the overall benefits and impacts of Crossrail 2 were likely to be for the District.
- In reiterating EFDC's continued broad support for Crossrail 2, there were invariably a number of issues and uncertainties at this stage regarding the likely impacts that implementation of the scheme may have.
- Given that 2030 was the very earliest date that the line could become operational, assessment of likely impacts on Epping Forest District were very difficult to gauge at this stage.
- Once Crossrail 1 begins service in 2019/2010 the Council will also have an adopted Local Plan in place outlining the number and location of growth that will need to be planned for across the District up to 2033.
- For EFDC it was suggested flagging up the need for careful thought and extensive consultation on the matter of level crossings. For the section of line running through Enfield and Hertfordshire, as the consultation identifies, a key issue to be resolved will be where existing level crossings need to be closed. In particular, the extent and form of alternative access for vehicles and pedestrians that would need to be provided either by way of bridge, underpass or via a diversion.

- The level crossing barriers at both Roydon and Sawbridgeworth were currently down for up to 30 minutes in every hour, an issue that would need to be addressed if improvements made to the West Anglia route drew extra rail traffic.
- If it was decided that the Crossrail 2 terminus was to be in Broxbourne it was likely to mean the requirement for a marshalling yard in the vicinity of either Broxbourne or Cheshunt stations, and therefore relatively close to the District boundary.
- In expressing a preference for the regional option in 2013 this Council highlighted its concern about the need for guaranteed future investment in, and improvements to, the Central Line – both the Epping branch and the Hainault loop.
- The route, speed and relative ticket pricing for Crossrail 2 when it becomes operational are all variables that are likely to influence passenger behaviour between using Crossrail 2 or the Central Line to access central London.

Councillor Wixley agreed that we should emphasise the need for improvements to the Central Line. Councillor Neville agreed and added that the Central Line needed adequate funding.

Councillor Chris Pond said that there were no plans for a Marshalling Yard but for a Maintenance Depot. Also a new line would mean handling about 10,000 seats per hour as opposed to 3,000 at present. Councillor Bassett noted that the Maintenance depot would be in Wimbledon; there was already a Marshalling Yard in Broxbourne. They were talking about a fast line being able to handle considerably more trains and passengers travelling into London in peak hours. All authorities had their own idea of where the line should end.

RESOLVED:

To make the following comments on and responses to the consultation:

- (g) That the Committee considered the issues set out in the report and determined the view to give in responding to the consultation having had regard to the matters set out in paragraphs 6 to 9 of the officer report, especially to emphasise the need for continued investment in the Central Line.
- (h) That the views of EFDC are made known to other relevant stakeholders including: London Stansted Cambridge Consortium, London Boroughs of Redbridge and Waltham Forest, Essex County Council, Borough of Broxbourne, Corporation of London, LVRPA, SELEP and MPs for the Epping, Harlow and Brentwood & Ongar constituencies.

43. WORK PROGRAMME MONITORING

(a) Overview and Scrutiny Committee

The Committee considered their work programme and noted the current progress. The Committee noted that:

- (i) The Fire and Rescue Service would no longer make their proposed presentation to the Committee and it would be removed from the work programme. They will now do separate, private briefing on 27 January 2016.

- (ii) It was noted that a progress report on the recent Youth Engagement Task and Finish Panel would be scheduled for a future meetings, probably to the next meeting and the April meeting.
- (iii) The original timescale of the Grant Aid Review Task and Finish Panel could not now be met. See below.

Select Committees:

(1) Housing Select Committee

The vice chairman had nothing to report.

(2) Governance Select Committee

The Chairman, Councillor Church, reported that their work programme was on schedule. He also noted that they had asked the Resources Select Committee to consider the Planning Enforcement report as in more readily sat within their purview.

(3) Neighbourhood & Community Services Select Committee

The lead officer Mr Macnab reported that the committee had held a waste review meeting on 17 December. The Key finding are to be considered at their next meeting on 19 January and will then go on to the main Overview and Scrutiny Committee and then on to an appropriate Cabinet meeting in the Spring.

(4) Resources Select Committee

The Chairman, Councillor Mohindra, reported that at their last meeting they discussed the EFDC apprenticeship scheme and were looking to have a presentation on this. They also looked at Private Funding and concluded that they would like local ward members to be made aware of this funding.

They also had a report on sick absences and would like to applaud the council on the work it was carrying out on mental health issues.

Task and Finish Panels:

Grant Aid Task and Finish Panel

The Chairman of this Panel Councillor Caroline Pond reported that they had submitted an interim report last April. But, unfortunately due to the untimely death of the lead officer, they had had to rearrange a lot of their meetings and workload. They will now have two more meetings one on 15th February and another on 14th March. They hoped to have a final report by April.

(b) Reserve Programme

There were no current items on the reserve list.

(c) Request for Scrutiny Review (PICK Form)

Councillor Wixley submitted a PICK form, to invite, for a return visit to the committee, the Superintendent of Epping Forest, Paul Thomson and Judy Adams the Chairman of the Friends of Epping Forest. Given the current widespread general interest in

Epping Forest and issues such as the present public consultation on the Forest Management Plan for 2017-27 and also the public interest in the proposed City of London (Various Powers) Bill which according to the press reports had attracted 14000 signatures on an on-line petition.

The Committee agreed to add this item to their work programme for a future presentation. When arranged members would be asked via the Council Bulletin for any questions to be put to the speakers.

Councillor Surtees commented that at recent meeting he had noted that the first part of the public consultation had been completed and a further consultation was to be held in the summer. This may alter the time we ask the speakers to come to us.

44. KEY DECISION LIST - REVIEW

The Committee noted the Cabinet's Key Decision List for November 2015. They had no specific items that they wished to consider.

CHAIRMAN

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Report to Overview and Scrutiny Committee

Date of meeting: 23 February 2016



Portfolio: Leader (Councillor C. Whitbread)

Subject: Key Objectives Key Action Plan 2015/16 – Quarter 3 performance

Responsible Officer: Barbara Copson (01992 564042)

Democratic Services Officer: A. Hendry (01992 564246)

Recommendations/Decisions Required:

That the Committee reviews the progress achieved at the end of Quarter 3 against the Key Objectives Key Action Plan for 2015/16.

Executive Summary:

The Corporate Plan is the Council's key strategic planning document, setting out its priorities over the five-year period from 2015/16 to 2019/20. The priorities or Corporate Aims are supported by Key Objectives, which provide a clear statement of the Council's overall intentions for these five years.

The Key Objectives are delivered by an annual action plan, with each year building upon the progress against the achievement of the Key Objectives for previous years. The annual action plans contain a range of actions designed to achieve specific outcomes and are working documents and therefore are subject to change and development to ensure the actions remain relevant and appropriate, and to identify opportunities to secure further progress or improvement.

The Corporate Plan Key Action Plan for 2015/16 was agreed by the Cabinet in March 2015. Progress in relation to individual actions and deliverables is reviewed by the Cabinet and the Overview and Scrutiny Committee on a quarterly and outturn basis.

Reasons for Proposed Decision:

It is important that relevant performance management processes are in place to review progress against the key objectives, to ensure their continued achievability and relevance, and to identify proposals for appropriate corrective action in areas of slippage or under-performance. This report presents progress against the Key Action Plan for 2015/16 at the end of the third quarter (31 December 2015).

Other Options for Action:

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

Report:

1. The Corporate Plan 2015-2020 is the Council's highest level strategic document. It sets the strategic direction for the authority for the five year lifetime of the Plan. It focuses on a number of key areas that the Council needs to focus on during that time and helps to prioritize resources to provide quality services and value for money. These key areas are known as the Corporate Aims and are supported by a set of Key Objectives which represent the Council's high-level initiatives and over-arching goals to achieve the Corporate Aims. The Key Objectives are in turn, delivered via an annual Key Action Plan.

2. The Key Action Plan 2015/16 is populated with actions or deliverables designed to secure progress against each of the Key Objectives during 2015/16. During the subsequent years in the lifetime of the Key Objectives, annual action plans will be developed which build on progress achieved during preceding years.

3. The annual action plans are working documents and are therefore subject to change and development to ensure that the actions remain relevant and appropriate, and to identify opportunities to secure further progress or improvement. Since Cabinet agreed the action plan in March 2015, five (5) additional actions were identified as appropriate to progress the Key Objectives during 2015/16, and these were therefore added to the action plan from quarter 2.

4. Progress against the Key Action Plan is reviewed on a quarterly basis to ensure the timely identification and implementation of appropriate further initiatives or corrective action where necessary. A schedule detailing Quarter 3 progress against the fifty-five (55) individual actions of the 2015/16 Key Action Plan, is attached as Appendix 1 to this report. In reporting progress, the following 'status' indicators have been applied to the to individual actions:

Achieved - specific actions have been completed or in-year targets achieved;

On-Target - it is anticipated that specific actions will be completed or in-year targets achieved;

Under Control - specific actions have not been completed or achieved in accordance with in-year targets, although completion/achievement is likely to be secured by revised target date or year-end;

Behind Schedule - specific actions have not been completed or achieved in accordance with quarterly or other in-year targets, and completion/achievement may not be secured by year-end; and

Pending - specific actions were not completed or achieved in accordance with in-year targets.

5. At the end of Quarter 3:

- a. 49 (89%) of the individual actions have been achieved or are on target to be achieved by the target date or a revised target date by the end of the year;
- b. 5 (9%) of the individual actions are behind schedule and may not be completed by the end of the year;
- c. 1 (2%) of the individual actions are currently on hold as a result of external circumstances.

6. The Overview and Scrutiny Committee is requested to review progress against the key objectives Key Action Plan for 2015/16 at Quarter 3. This report will also be considered by the Cabinet at its meeting on 3 March 2016.

Resource Implications:

Resource requirements for actions to achieve specific key objectives for 2015/16 will have been identified by the responsible service director and reflected in the budget for the year.

Legal and Governance Implications:

There are no legal or governance implications arising from the recommendations of this report. Relevant implications arising from actions to achieve specific key objectives for 2015/16 will have been identified by the responsible service director.

Safer, Cleaner, Greener Implications:

There are no implications arising from the recommendations of this report in respect of the Council's commitment to the Climate Local Agreement, the corporate Safer, Cleaner, Greener initiative, or any crime and disorder issues within the district. Relevant implications arising from actions to achieve specific key objectives for 2015/16 will have been identified by the responsible service director.

Consultation Undertaken:

Progress against actions to achieve specific key objectives for 2015/16 as set out in this report, has been submitted by each responsible service director direct to the 'Ten' performance management system. Current progress in respect of each of the key objectives for 2015/16 was reviewed by Management Board (27 January 2016) and will be considered by the Cabinet (3 March 2016).

Background Papers:

Progress submissions for the key objectives for 2015/16 and relevant supporting documentation is held by responsible service directors.

Impact Assessments:***Risk Management***

There are no risk management issues arising from the recommendations of this report. Relevant issues arising from actions to achieve specific key objectives for 2015/16 will have been identified by the responsible service director.

Equality:

There are no equality issues arising from the recommendations of this report. Relevant issues arising from actions to achieve specific key objectives for 2015/16 will have been identified by the responsible service director.

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(i) (a) Ensure the Medium Term Financial strategy meets the Council's financial requirements

Action	Lead Directorates	Target Date	Status	Progress
1) - Deliver identified savings	Management Board	31-Mar-16	On Target	<p>Q1 (2015/16) Savings are on track at the end of Q1. Quarterly financial reporting of cumulative savings will be presented to Management Board to monitor progress. Most of the savings identified involved restructuring actions that have already been implemented in Q1.</p> <p>Q2 (2015/16) Savings plan remains on track and within budget in Q2.</p> <p>Q3 (2015/16) Savings plan remains on track and within budget in Q3.</p>
2) - Progress savings identified	Management Board	31-Mar-16	On Target	<p>Q1 (2015/16) The 2016/17 budget process will follow a similar cycle to last year. The Director of Resources has already produced a financial issues paper and an outline MTFs to kick the process off. Savings targets will be considered at a Leadership Team meeting in the autumn.</p> <p>Q2 (2015/16) Preparations on track. New Head of Transformation recruited to assist with transformational change.</p> <p>Q3 (2015/16) Scoping paper for Transformation Project approved by Cabinet. Project Initiation Document in preparation and Transformation methodology being discussed. Financial Settlement notified in December and financial issues paper will be discussed with Cabinet in January.</p>
3) - Develop business cases	Management Board	30-Sep-15	Under Control	<p>Q1 (2015/16) Several ideas have come forward and these are now being worked up into business cases.</p> <p>Q2 (2015/16) Business cases for Grass Cutting Equipment, LED Lighting, Rental Loans and Self-Serve Cash Kiosks have been put forward. All will generate operational savings.</p> <p>Q3 (2015/16) Business cases approved and implementation under way.</p>
4) - Commence the budget cycle	Resources	31-Jul-15	Achieved	<p>(Q1 2015/16) A meeting of the Finance Cabinet Committee has been arranged for 20 July and the agenda will include the Financial Issues Paper.</p>



				(Q2 & Q3 2015/16) The Finance Cabinet Committee met as scheduled to commence the budget cycle with the Financial Issues Paper.
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(i) (b) Review and develop the Council's own assets and landholdings for appropriate uses, in order to maximise revenue streams and capital receipts and deliver key projects

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Action	Lead Directorates	Target Date	Status	Progress
1) Complete phase 1 of the Council Housebuildings	Communities	31-Dec-15	Behind Schedule	<p>(Q1 2015/16) The contractor has commenced construction works. However, the development has been delayed, mainly due to the time it took for the contractor to put a performance bond in place. There are also on-going discussions with the contractor about responsibility for some additional costs, all of which are due to be considered by the Council Housebuilding Cabinet Committee on 27th July 2015.</p> <p>(Q2 2015/16) Having regard to legal advice, the Council Housebuilding Cabinet Committee agreed that no additional costs should be paid to the contractor and that, if the works go beyond the date of Practical Completion without good reason, Liquidated and Ascertained Damages (LASDs - allowed for in the contract) should be applied to compensate the Council for the loss of expected rent from the new properties. Progress with the works continues to be slow and behind programme. Practical Completion is in November 2015, when a Certificate of Non-Completion will be issued in accordance with the contract provisions - following which it is considered inevitable that LADs will be applied.</p> <p>(Q3 2015/16) Progress with the works continues to be slow and behind programme. A Certificate of Non-Completion was issued to the Contractor in November 2015, and Liquidated and Ascertained Damages have been deducted from contract payments since that time. A formal claim for an extension of time has been received from the contractor, which is currently being assessed by the Council's Development Agent and their consultants.</p>
2) Complete the major refurbishment	Communities	30-Sep-15	Achieved	<p>(Q1 2015/16) The refurbishment/conversion scheme is due for completion in October 2015</p> <p>(Q2 2015/16) The works have been completed.</p>

scheme at Marden Close					
3) Secure planning permission and commence Phase 2 of the Council Housebuilding Programme	Communities	31-Aug-15		Under Control	<p>(Q1 2015/16) Following refusal by the Area Plans Sub-Committee of planning permission to provide 52 new affordable homes, a revised planning application for 51 new affordable homes has been submitted and is awaiting determination by the District Development Management Committee.</p> <p>(Q2 2015/16) Full Council granted planning permission in September 2015. Tenders have been invited and tender returns are awaited.</p> <p>(Q3 2015/16) Tenders are due to be considered at the Council Housebuilding Cabinet Committee on 19th January 2016, with a view to works commencing end February / beginning of March 2016.</p>
4) Negotiate and complete the St John's redevelopment Scheme at Epping	Neighbourhoods	30-Sep-15		Behind Schedule	<p>(Q1 2015/16) The Diocese has agreed to relax the Covenant on Lindsay House and the terms of disposal to Essex County Council have been agreed. The legal documentation regarding the purchase and subsequent sale of the St John's Road Site to 'Frontier Developments', is largely complete. Awaiting final agreement by the County Council's Cabinet in early September 2015. Legal advice has been sought regarding State Aid. A potential alternative site for a new Housing Repairs Centre, to which the facilities at the Epping Depot at the St Johns Rd site (together with the Housing Assets staff currently based at the Civic Offices, Epping) could relocate is under consideration.</p> <p>(Q2 2015/16) A clarification was sought by the Secretary of State which has delayed the receipt of State Aid approval. An update on the project was given to the Asset Management Cabinet Committee in October. The outstanding issue in relation to the purchase of Essex County Council's interest is in relation to an overage agreement protecting the County, in the event that a higher volume scheme is developed. The District Council are seeking to implement steps to ensure any scheme is mixed-use and in accordance with the agreed Design and Development Brief. A report on the potential relocation of the Housing Repairs Service to a site in North Weald, is due to be considered by the Cabinet in November 2015.</p> <p>(Q3 2015/16) Secretary of State Approval of State Aid Application was received in November. Negotiation still yet to conclude with respect to the overage agreement required by Essex County Council to protect their interests in the event that a higher value scheme is ultimately developed and/or the developer stands to make excess profit.</p>

<p>5) Work in partnership with Moat Housing to commence the development of the Council garage site</p>	<p>Communities</p>	<p>31-Mar-16</p>		<p>Behind Schedule</p>	<p>(Q1 2015/16) The Director of Communities is working with Moat Housing on the arrangements for the proposed development, including the design (on which ward members will be consulted). EFDC's Legal Services are also close to completing the first draft of the required lease.</p> <p>(Q2 2015/16) Following the announcement as part of the Chancellor's Summer Budget (now included within the Welfare Reform and Work Bill) that all social landlords must reduce their rents by 1% per annum for the next 4 years, Moat has had to revise its financial appraisal for the development. This has resulted in a position where the Council was due to receive a capital receipt of £425,000 transferring the land to Moat for the development, to Moat now being unable to provide a capital receipt if all the properties continue to be provided at affordable rents as originally proposed. Officers are currently considering the implications of this; one option is that the Council considers undertaking the development itself. In the meantime, progress with the development has been delayed.</p> <p>(Q3 2015/16) It is intended to submit a report to the Asset Management and Economic Development Cabinet Committee on a proposal to add the site to the Council Housebuilding Cabinet Committee, once discussions with the developer on parking arrangements for the private development on the site of the former Sir Winston Churchill PH have been considered.</p>
<p>6) Seek to vacate the Council's Hemnall Street Offices, Epping in order to redevelop/let the premises.</p>	<p>Management Board Communities</p>	<p>31-Mar-16</p>		<p>Under Control</p>	<p>(Q1 2015/16) Awaiting space to become available at both the Civic Offices, Epping and the Epping Forest Museum, Waltham Abbey (when the extension/refurbishment is completed in Jan/Feb 2016)</p> <p>(Q2 2015/16) It is planned that a report will be presented to the Cabinet in November 2015, proposing a Council-owned site where a new Repairs and Maintenance Hub could be constructed - to which both the Housing Repairs Service (currently based at the Epping Depot) and the Housing Assets Team (currently based at the Civic Offices, Epping) could be co-located. Not only would this achieve a number of operational objectives, it would also enable the Epping Depot to be vacated (allowing the redevelopment of the St. Johns area of Epping to proceed) and office accommodation on the ground floor of the Civic Offices to be freed-up (in accordance with the Council's planned Accommodation Strategy).</p> <p>(Q3 2015/16) At its meeting in December 2015, Cabinet agreed in principle to build a new Repairs and Maintenance Hub, to which the Housing Assets Team based at the Civic Offices</p>

				will relocate, and the design is being progressed by the Council's consultants. In the meantime, Community Arts staff based at Hemnall Street have relocated to the expanded and refurbished Epping Forest Museum, freeing-up some office space at Hemnall Street.
7) Review all licence arrangements at North Weald Airfield	Neighbourhoods	30-Apr-15	Under Control	<p>(Q1 2015/16) As a result of the marketing exercise undertaken by Savills, three expressions of interest have been obtained from potential Development Partners to increase aviation activity and revenue. Interviews are being held in late August, with the intention of reporting to the Asset Management Cabinet Committee in October 2015.</p> <p>(Q2 2015/16) The Asset Management Cabinet Committee received a presentation from the Council's consultants, Savills, on the three proposals received as a result of the soft marketing exercise undertaken to identify a potential aviation partner. From the presentation, a clearer indication was received from Members on the key considerations that they would like taken on board in any further procurement exercise. This will be reported to a future Cabinet.</p> <p>(Q3 2015/16) As the soft market testing did not constitute a formal procurement process, a concessionary contract in accordance with OJEU is to be tendered to the wider aviation market. Advertising due to take place in March 2016.</p>
7) (a) Appoint an experienced development partner	Neighbourhoods	31-Oct-15	Under Control	<p>New action from Q2:</p> <p>(Q2 2015/16) Following the presentation of the three proposals received as a result of the soft market testing exercise to the Asset Management Committee in October, a further report will be made to Cabinet in January 2016, recommending next steps to undertake a more formal procurement exercise.</p> <p>(Q3 2015/16) As above in 7).</p>
8) Progress the Epping Forest Shopping Park Scheme	Neighbourhoods	31-Mar-16	Under Control	(Q1 2015/16) The Council has acquired the interest of its previous Development Partner 'Polofind Ltd'. Project Team now working directly to EFDC. Main contract being let in accordance with OJEU Regulations. Highways Contract due to be tendered by end of August 2015 with practical construction work due to commence February 2016. Anchor Tenants largely secured. Still aspiration to open for the Christmas Trading Period in 2016.

					<p>(Q2 2015/16) The contract for the S278 Highways Works is due to be let at the end of October 2015, with the main construction contract under OJEU procurement regulations following shortly afterwards. A special Cabinet is to be held on the 11 January 2016 to appoint the successful tenderer for the main construction contract. It is hoped to have pre-let contracts in place with anchor retail tenants by the end of the year, in advance of the construction contract being awarded.</p> <p>(Q3 2015/16) The Contract for the S278 Highways Work will be considered by Cabinet in January 2016. Unfortunately no tenders were received for the construction of the main retail park. It is intended to re-advertise under the "restricted" OJEU process in January 2016. Progress continues to be made in securing anchor tenants. The timescale for the Shopping Park opening will need to be revised due to the delays, now likely to be Easter 2017.</p>
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(i) (c) Achieve savings and increase income through potential shared services with other organisations

Action	Lead Directorates	Target Date	Status	Progress
1) Work with 5 neighbouring councils to renew the contract and service arrangements for the Shared Housing Register Management Service	Communities	31-Jan-16	Achieved	<p>(Q1 2015/16) Following a detailed EU Competitive Dialogue process, the Herts & Essex Housing Options Consortium (HEHOC) has selected the existing provider, LHS, on the basis of price and quality, to provide the service under a new contract. The Housing Portfolio Holder has formally agreed to award the Council's contract to LHS and the legal contract documentation is currently being prepared for signature.</p> <p>(Q2 2015/16) Procurement and legal work continues to finalise the arrangements, in accordance with the original timetable.</p> <p>(Q3 2015/16) The new contract with LHS has been completed under seal, with effect from 4th January 2016.</p>
2) Approach neighbouring authorities to carry	Governance	31-Jan-16	On Target	<p>(Q1 2015/16) Continue to partner with architects in respect plan checking work taking place in other authorities and we are adding partners to our list which is bringing in more work and income. Weston Homes continue to be our biggest partner.</p>

out checking and vetting of Building Control plans through partnership working.					<p>(Q2 2015/16) This process is continuing and the list has been added to during the second quarter. Building Control income is on an upward trend.</p> <p>(Q3 2015/16) We continue to add to the list and income continues to remain above increased budget target.</p>
3) Review the shared opportunities with the Public Law Partnership	Governance	31-Mar-16		On Target	<p>(Q1 2015/16) Ongoing – staff attend quarterly meetings with the PLP and special interest groups. Use of shared library and reduced costs for training are explored and utilised.. Monitoring Officer investigations are both conducted by EFDC or on our behalf through the PLP.</p> <p>(Q2 2015/16) We continue to respond to requests from other Councils. A review of partnerships is underway by Internal Audit and the Legal section is participating with this in connection with the PLP in particular.</p> <p>(Q3 2015/16) We continue to benefit from online libraries and precedents. Audit completed and awarded Substantial Assurance.</p>
4) Explore the possibility of sharing an integrated HR/Payroll IT system with other authorities.	Resources	30-Sep-15		Behind Schedule	<p>(Q1 2015/16) Work is progressing with Braintree and Colchester and a common specification has been agreed for a new system.</p> <p>(Q2 2015/16) Procurement has been delayed by legal issues at one of the partner authorities. We are working to resolve these issues and still hope to proceed with a joint procurement.</p> <p>(Q3 2015/16) The first set of tenders was not acceptable so it has been necessary to re-tender the joint procurement.</p>
5) Explore providing payroll services to other authorities.	Resources	31-Mar-16		Under Control	<p>(Q1 2015/16) This was intended to follow on from the implementation of the new system. However, one authority in Essex is having difficulties and initial discussions have been held with them to provide support.</p> <p>(Q2 & Q3 2015/16) The other authority mentioned at Q1 decided to pursue other options. We will respond positively to any approaches but will not actively seek opportunities until the</p>

					new system has been implemented.
6) Explore providing an audio typing service to other authorities.	Resources	31-Mar-16		Under Control	(Q1 2015/16) An approach had been received from Harlow but it was not possible to reach any agreement. Opportunities will now be explored with other authorities. (Q2 & Q3 2015/16) No fresh opportunities have arisen.
7) Identify additional Council services that may benefit from a shared provision with other organisations (either provided by the Council or others)	Management Board	31-Mar-16		On Target	(Q1 2015/16) Not due yet - some early conversations about potential opportunities identified have taken place. (Q2 2015/16) Not due yet - some early conversations about potential opportunities identified have taken place. (Q3 2015/16) Director of Governance has made some good progress in joint audit services with Harlow and Broxbourne. Meeting scheduled with Brentwood in January 2016 to consider potential opportunities.
7) (a) Undertake a review of NEPP Off Street Parking arrangements	Management Board	31-Mar-16		On Target	New action from Q2: (Q2 2015/16) The Council has commissioned a review of off street parking which will be reported to Cabinet in December 2015. (Q3 2015/16) The results of the review of off street parking recommended that the Council would achieve better value for money if it was to withdraw from NEPP and seek an alternative provider. Cabinet to formally consider on the 11 January 2016.

(ii) (a) Produce a Local Plan that meets the needs of the communities whilst minimising the impact on the District's Green Belt

Action	Lead Directorates	Target Date	Status	Progress
1) Update the Council's Housing Strategy, following production of the Preferred Options for the Local Plan.	Communities	31-Dec-15	Pending	(Q1 2015/16) Awaiting production of the Local Plan Preferred Options. (Q2 2015/16) As Q1. (Q3 2015/16) As Q2. In the meantime, a new Housing Strategy Key Action Plan has been approved for the forthcoming year (2016).
2) Complete the gathering of information to form the evidence on which key decisions will be taken as part of the Local Plan.	Neighbourhoods	30-Apr-15	Behind Schedule	(Q1 2015/16) Local Development Scheme agreed by Cabinet in June. Preferred Options targeted for Autumn 2016. Cabinet to consider Green Belt Review Stage 1 in September 2015 with Stage 2 to be completed by the end of the year. (Q2 2015/16) Green Belt Review Stage 1 considered by Cabinet in September 2015. Consultants have been engaged to undertake Stage II which is targeted to be completed by the end of the year. (Q3 2015/16) Green Belt Review Stage 1 is now complete. Work has commenced on Stage 2 due to complete March 2016. Urban capacity study commissioned and scheduled to present outcomes to Members in February 2016.
3) Agree on objectively assessed Housing and Employment Need for the Local Plan Period.	Neighbourhoods	30-Apr-15	Under Control	(Q1 2015/16) The Strategic Housing Market Area Assessment is due to be considered by the Duty to Co-operate Board on the 22 September 2015. A series of workshops are planned before the Council seeks to formally submit the Objectively Assessed Housing and Employment Need conclusions, into the Local Plan Evidence Base, at its Cabinet Meeting in October 2015. (Q2 2015/16) The Cabinet has accepted the Strategic Housing Market Area Assessment into the evidence base for the Local Plan. This study identified an Objectively Assessed Housing Need of 11,300 for the plan period. Work is ongoing with partner authorities, under the duty to co-operate, to work towards the housing target. A series of Member Workshops are being held in the Autumn on various policy considerations.

					Q3 (2015/16) Member Workshops have been successfully run and well attended by both District and Town/Parish Members. Duty to Co-operate Board and Officer Working Group continuing to work effectively.
4) Agree a Draft Local Plan and undertake the appropriate sustainability appraisal.	Neighbourhoods	30-Jun-15		Under Control	(Q1 2015/16) The sustainability appraisal work has commenced and due to completion in the early Autumn. Cabinet has agreed to the initial CIL Assessment. (Q2 2015/16) Sustainability appraisal work has now been completed. Work on CIL is ongoing. (Q3 2015/16) As per Q1 and Q2.
4) (a) Undertake Phase 1 of a comprehensive Green Belt Review	Neighbourhoods	31-Jul-15		Achieved	New action from Q2: (Q2 2015/16) Phase 1 of the Green Belt Review was reported to the Cabinet in September 2015. Consultation commissioned for Phase II to be completed in January 2016. (Q3 2015/16) Sustainability appraisal work completed and demonstrated the potential for CIL. CIL levels yet to be determined.
5) Undertake the Preferred Options Consultations.	Neighbourhoods	30-Sep-15		Under Control	(Q1 2015/16) Preferred Options Consultation was according to the current LDS programmed to take place in July to September 2016. Extended consultation on the 1st Phase of the Green Belt Review is likely delay this phase of the Local Plan. Preferred Options Consultation now likely to start 10 weeks of consultation in early September 2016. (Q2 2015/16) As per Q1. (Q3 2015/16) As per Q1 & Q2.
6) Submit the Final Local Plan to the Planning Inspectorate for Examination.	Neighbourhoods	30-Nov-15		Under Control	(Q1 2015/16) Final Plan to be submitted to Planning Inspectorate in October 2017 with a potential Examination in Public in early 2018, dependent on Planning Inspector availability, with adoption in September 2018 if found sound. (Q2 2015/16) As per Q1.

				(Q3 2015/16) As per Q1 and Q2.
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(ii) (b) Increase opportunities for sustainable economic development within the District in order to increase local employment opportunities for residents

Action	Lead Directorates	Target Date	Status	Progress
1) Consider the practicalities of revising procurement arrangements to encourage/require contractors to employ local residents for Council contracts.	Resources	31-Dec-15	Under Control	<p>(Q1 2015/16) An updated Procurement Strategy was approved by the Finance Cabinet on 19 March 2015. Revisions to procurement arrangements will be considered when implementing the strategy.</p> <p>(Q2 2015/16) A working party is undertaking a significant updating of Contract Standing Orders. Currently the requirements relating to local businesses are contained in CSO 1.</p> <p>(Q3 2015/16) Revised procurement rules are scheduled to go to the Constitution Working Party in late January.</p>
2) Incorporate the findings of the Economic Development Study into the Local Plan Evidence base with a view to determining future Employment Need.	Neighbourhoods	30-Apr-15	Achieved	<p>(Q1 2015/16) The future employment needs of the District have been assessed as part of the work undertaken to develop the Strategic Housing Market Area Assessment which also addresses employment. Due to be considered by Cabinet in October 2015.</p> <p>(Q2 2015/16) Cabinet adopted the employment needs of the District as part of the SHMAA report considered in October 2015.</p> <p>(Q3 2015/16) As per Q2.</p>
3) After consultation on Preferred Options to allocate Employment land	Neighbourhoods	30-Nov-15	Under Control	<p>(Q1 2015/16) Employment policies and site allocations will be made after consideration as part of the Preferred Options exercise. Scheduled for Autumn 2016. Council to consider Publication Plan in March 2017.</p> <p>(Q2 2015/16) As per Q1.</p>

within the Council's Local Plan.					(Q3 2015/16) As per Q1 and Q2.
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	31-May-15		Under Control	<p>(Q1 2015/16) Work is ongoing with respect to the development of the Economic Development Plan. A key decision which will be central to the plan, is the employment requirements identified through the SHMA. The Plan is now anticipated in December 2015.</p> <p>(Q2 2015/16) The employment needs have now been identified, with the Economic Development Plan now anticipated in January 2016.</p> <p>(Q3 2015/16) Economic Development Plan due for completion in March 2016.</p>
5) Continue to support the work of Local Business Partnerships to support the local economy and generate additional local employment opportunities.	Neighbourhoods	(not specified)		Under Control	<p>(Q1 2015/16) Work is ongoing to support Local Business Partnerships through attendance at Town Centre Partnerships, the publication of Business Briefings and organisation of networking events. The work in relation to Superfast Broadband will be of significant benefit to businesses in rural areas.</p> <p>(Q2 2015/16) The Rural Challenge Broadband Scheme has been awarded to Gigaclear whose roll out is due to commence at the beginning of November 2015. This will provide a significant improvement to broadband speed for rural businesses as well as residents.</p> <p>(Q3 2015/16) Work continues with partners to promote economic development in the District. Initial meeting of local Economic Development Board held.</p>
5) (a) To be proactively involved in the delivery of the Essex Superfast Broadband Project	Neighbourhoods	31-Mar-16		On Target	<p>New action from Q2:</p> <p>(Q2 2015/16) Essex Rural Broadband Project is rolling out in November 2015.</p> <p>(Q3 2015/16) First customers for the Gigaclear Rural Challenge rollout are anticipated to be connected to Superfast Broadband by Christmas 2015.</p>

6 Continue with the Council's apprenticeship scheme for the district's young people, providing sustainable employment opportunities.	Resources	30-Sep-15		Achieved	<p>(Q1 2015/16) A new cohort will be recruited during 2015. The council is in discussion with partners to see if it is possible to expand the apprenticeship scheme.</p> <p>(Q2 & Q3 2015/16) A new cohort has now been recruited, with two of the posts being part funded from the Community Fund established by our partnered housing associations.</p>
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(ii) (c) Deliver the Leisure and Cultural Strategy to maximise participation and value for money in the provision of Leisure and Cultural services

Action	Lead Directorates	Target Date	Status	Progress	
1) Complete the extension and major refurbishment of the Epping Forest District Museum, Waltham Abbey and open to the public.	Communities	31-Dec-15		Under Control	<p>(Q1 2015/16) Good progress continues to be made, with an estimated completion date for works in October 2015, to be followed by the 3/4 month fit-out period prior to opening in Jan/Feb 2016.</p> <p>(Q2 2015/16) Good progress continues to be made and officers continue to be impressed with the contractor and architects, as well as the quality of the works. However, due to delays with the installation of the new lift and other unforeseen complications, the contract completion date is now 23.12.15. The Public Opening is now planned for March 2016. Most of the associated costs of the delay can be covered by the contract contingencies, but the associated increase in fees is likely to result in a small overspend on the final out-turn.</p> <p>(Q3 2015/16) Practical Completion was achieved on 22nd December 2015. Snagging works are currently being undertaken. Fitting-out has now commenced and the Museum staff are now in the process of transferring exhibits back to the Museum. The Public Opening is scheduled for 19th March 2016, with a Key Stakeholders Event planned for 17th March 2016.</p>
2) Work in partnership with Waltham Abbey	Communities Neighbourhoods	31-Mar-16		On Target	(Q1 2015/16) Initial discussions continue to be held at officer level between EFDC, WATC, Essex CC and NHS England on potential community/leisure development opportunities for the locality around Hillhouse. Initial costings have been produced by Essex CC's consultants

<p>Town Council to investigate the feasibility of developing a new leisure/community hub at Hillhouse, Waltham Abbey.</p>					<p>(funded by Essex CC) to inform the discussions. The intention is to come forward with a report to Cabinet in the Autumn proposing, and seeking funding for, the joint appointment of consultants to formulate a Masterplan, on which local residents can be consulted, prior to consideration/adoption by the Cabinet.</p> <p>(Q2 2015/16) Good progress continues to be made by EFDC, Essex CC and NHS England on the initial plans for the provision of a proposed leisure/community hub for the area. Essex CC has agreed to fund the appointment of Masterplanning Consultants to formulate a Draft Masterplan for the area on what could be provided, on which a public consultation exercise would be undertaken. Fee submissions from suitably-experienced consultants are currently awaited. A report will be brought forward to Cabinet on the proposals in due course, prior to the proposed Public Consultation Exercise.</p> <p>(Q3 2015/16) JTP Consultants have been appointed to undertake the Masterplanning Exercise, and the required sub-consultants are in the process of being sourced and appointed. Cabinet has agreed that EFDC's contribution for the exercise should be funded from the Local Plan Budget. The Project Group has agreed that a Community Consultation Event should be held as part of the development of the Master Plan.</p>
<p>3) Appoint external specialist support to the competitive dialogue process for the new Leisure Management Contract, to ensure that the Council achieves best consideration.</p>	<p>Neighbourhoods</p>	<p>30-Apr-15</p>		<p>Achieved</p>	<p>(Q1 2015/16) RTP Consultants appointed. Officer Working Groups and Portfolio Holder Advisory Group established. Work is advanced on Initial Business Case to be considered by Portfolio Holder Advisory Group in September and Cabinet in October. The report to Cabinet will be recommending the Contract Strategy to include Contract length, packaging and options for refurbishment and/or new build.</p> <p>(Q2 2015/16) The Cabinet formally accepted the Business Case and Procurement Strategy for the new Leisure Management Contract at their October meeting. The OJEU advert is due to be placed in the last week of October. VEET notice has been issued clarifying the intention to extend the current contract by up to 1 year. Contract Documents being prepared to include the Descriptive Document and Draft Contract for bidders' interested in responding to the pre-qualification questionnaire and engaging with the competitive dialogue process.</p>
<p>3) (a) Business case for procurement and contract packaging</p>	<p>Neighbourhoods</p>	<p>30-Sep-15</p>		<p>Achieved</p>	<p>New action from Q2:</p> <p>(Q2 2015/16) Business Case and Procurement Strategy agreed by Cabinet on the 8 October 2015.</p>

options for the new leisure Management Contract					
4) In accordance with the recommendations of the Leisure and Culture Strategy, jointly pursue the provision of a new Secondary School on the Ongar Campus site	Neighbourhoods	31-May-15		Under Control	<p>(Q1 2015/16) Since formal adoption by Full Council in December 2014, work is ongoing to deliver the key objectives of the Strategy through the Leisure Management Procurement process and Neighbourhood and Communities Business Plans.</p> <p>(Q2 2015/16) The new Ongar Academy successfully opened for the first intake of pupils in September. Currently operating out of temporary accommodation leased to the Academy at the rear of the Leisure Centre. Pre-application discussions have commenced on the new permanent school.</p> <p>(Q3 2015/16) Pre-application discussions on-going. Full Planning Application for new school anticipated in Spring 2016.</p>
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	31-Mar-16		On Target	<p>(Q1 2015/16) As per ii) (c) 2).</p> <p>(Q2 2015/16) Principle of re-provision on the Hillhouse site endorsed by Members as part of the agreement of the Leisure Management Business Case and Procurement Strategy.</p> <p>(Q3 2015/16) Five contractors have been invited post PQQ to submit proposals for the first stage of competitive dialogue for the new Leisure Management Contract. The ability of contractors to design, build and manage any new Leisure Centre at Hillhouse will be evaluated.</p>

(iii) (a) Making the Council easy to contact in the way our customers want to contact us and where possible meeting their needs on first contact

Action	Lead Directorates	Target Date	Status	Progress
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	30-Jun-15	Achieved	<p>(Q1 2015/16) Cabinet has approved the appointment of an additional part-time member of staff, funded by the HRA for an initial 2-year pilot period - and recruitment is underway. Once appointed, the opening hours of the Council Office at the Limes Centre will be increased into weekday afternoons.</p> <p>(Q2 2015/16) There was a very poor response to the recruitment exercise for the additional part-time member of staff (mainly, it is thought, due to the temporary nature of the post during the Pilot period), resulting in the Housing Service being unable to make an appointment. In the meantime, discussions continue on the best way of increasing the range of Council and non-Council services that can be provided from the Council Office.</p> <p>(Q3 2015/16) The Office Opening Hours were extended into weekday afternoons from 4th January 2016.</p>
2) Introduce web-based and smartphone applications to enable Council tenants to report repairs on-line.	Communities	31-May-15	Under Control	<p>(Q1 2015/16) A new smartphone App has been produced and is now available for Council tenants to use to easily report repairs, using a "diagnostic tool" - as part of the Communities Directorate's approach to encourage channel shift. This was also identified and agreed as one of the "Key Deliverables" for the Repairs Management Contract with Mears. Work is also progressing on the development of a similar web-based facility for tenants to report repairs as well.</p> <p>(Q2 2015/16) As Q1.</p> <p>(Q3 2015/16) As Q2.</p>
3) Establish a multi-disciplinary officer group to undertake	Management Board	31-Mar-16	On Target	<p>(Q1 2015/16) The scope of the project has been agreed by Management Board and the multi-disciplinary officer group will hold its initial meeting in September.</p>

a review and report on proposals for improving customer contact with the Council.					<p>(Q2 2015/16) The review is progressing and updates have been provided to Management Board and to Joint Cabinet / Management Board. The Leadership Team has been consulted and an update provided to employees at an All Staff Briefing.</p> <p>(Q3 2015/16) A report will be considered at Joint Cabinet / Management Board on 27 January 2016.</p>
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(iii) (b) Use technology to make the Council work more effectively and provide enhanced services to the customers and make services and information more accessible

Action	Lead Directorates	Target Date	Status	Progress
1) Introduce more flexible methods for customers to pay for Council services.	Resources	31-Dec-15	Under Control	<p>(Q1 2015/16) This work is ongoing and the most recent example is the support given to the Neighbourhoods Directorate to facilitate the payment of parking charges by debit and credit cards.</p> <p>(Q2 & Q3 2015/16) The work in this area continues and will be combined with the work streams on customer contact and transformation.</p>
2) Introduce an on-line facility for customers to easily view and research objects held by the Epping Forest District Museum.	Communities	31-Mar-16	On Target	<p>(Q1 2015/16) Work is progressing well.</p> <p>(Q2 2015/16) The focus of the Museum Heritage and Culture Team is on fitting-out and preparing the Epping Forest Museum for public opening in March 2016. However, in the background, work continues to progress on the plans to introduce an on-line facility.</p> <p>(Q3 2015/16) As Q2.</p>
3) Scan old Development Control & Building Control files and	Governance	31-Mar-16	On Target	<p>(Q1 2015/16) Microfiche scanning project using supervised apprentice staff is well underway. Historic planning application information continues to be scanned so that more information is available to the public and businesses on the Website. Selected Building Control documents are being scanned to enable remote working. In both cases, quality checking is taking place</p>

<p>microfiche and increase the number of planning records available on the Council's website.</p>				<p>before secure destruction of hard documents.</p> <p>(Q2 2015/16) Scanning is continuing and checks are being made to ensure quality is maintained. However this is a considerable task and is essential to support flexible working.</p> <p>(Q3 2015/16) Scanning continues. The team has been resourced to continue the work which includes supporting the trial of remote working using appropriate portable devices. Monthly meetings scheduled between relevant Portfolio Holders and Governance and ICT officers.</p>
<p>4) Investigate and, if possible, implement the returns of Local Land Charges Searches by email.</p>	<p>Governance</p>	<p>31-Mar-16</p>	<p>On Target</p>	<p>(Q1 2015/16) Electronic solutions to viewing LLC Register on public access computers, emailing searches to solicitors and receiving email searches with card payments are largely dependent on ICT input – although this is ongoing and LLC are liaising with ICT, this is progressing slowly and proving difficult to solve.</p> <p>(Q2 2015/16) Discussion with the respective Portfolio Holders has taken place with a view to resolving this outstanding issue.</p> <p>(Q3 2015/16) A meeting involving Northgate and EFDC ICT staff has taken place and they are working together to resolve issues. Monthly meetings scheduled between relevant Portfolio Holders and Governance and ICT officers.</p>
<p>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.</p>	<p>Governance</p>	<p>30-Apr-16</p>	<p>Achieved</p>	<p>(Q1 2015/16) Funding of £40,000 has been secured to progress electronic records within Legal Services. Liaising with ICT, Information@Work Aspect has been identified as a possible solution for electronic records management – a scanning machine has been obtained and dedicated staff employed from 10 August 2015 to start scanning Legal Records beginning with the Contracts Register.</p> <p>(Q2 2015/16) The dedicated staff resource has started this process and considerable progress has been made.</p> <p>(Q3 2015/16) The more recent contracts have now been scanned and contracts will continue to be scanned as they come in.</p>
<p>6) Identify, during audits, any manual documentation or process that can be</p>	<p>Governance</p>	<p>31-Mar-16</p>	<p>On Target</p>	<p>(Q1 2015/16) Internal Audit continues to identify efficiencies during their audit work. Recently Internal Audit has been working with IT on a new gifts and hospitality form, and looking at the sickness absence form as part of the Personal Data Working Group.</p>

<p>improved by conversion to electronic form.</p>					<p>(Q2 2015/16) Amendments have been made to electronic documentation relating to sickness absence and the Monthly Certificate of Service. The Personal Data Working Group continue to explore EFDC wide resolutions using electronic processes.</p> <p>(Q3 2015/16) Ongoing. Continuing to advise officers on project and working party groups as to good practice.</p>
<p>7) Continue the implementation of the Council's ICT Strategy, with the completion of key projects</p>	<p>Resources</p>	<p>31-Mar-16</p>		<p>On Target</p>	<p>(Q1 2015/16) The implementation of the ICT Strategy is continuing. Many different options have been evaluated for mobile working and solutions are in place in several areas of the Council.</p> <p>(Q2 2015/16) Work continues on the various projects within the overall strategy. An update report and request for capital funding in 2016/17 has been drafted for Cabinet in October.</p> <p>(Q3 2015/16) In October Cabinet noted the update on key projects and approved the proposed bid for funding for 2016/17 to facilitate the implementation of the ICT Strategy.</p>
<p>8) Complete a review of accommodation and make recommendations on utilisation of space and flexible methods of working.</p>	<p>Management Board</p>	<p>30-Sep-15</p>		<p>Under Control</p>	<p>(Q1 2015/16) Visit to Leadership Team by Colchester's Director of Operations to explain how flexible working has progressed there. Subsequent workshop with leadership team to identify how each directorate at Epping might approach this. Job description for transformation director role drafted and recruitment process started.</p> <p>Q2 (2015/16) Head of Transformation recruited. David Bailey will join the Council in November. Customer contact project has commenced to review contact centres and recommend the best methods of engaging / transacting with our customers.</p> <p>Q3 (2015/16) Head of Transformation in place and conducting research around potential workstreams and projects. Project Initiation Document discussed at Management Board. Cabinet decision to agree scope of Transformation Project. Customer Contact project has progressed well. Report anticipated, expected in Q4.</p>

(iii) (c) Understanding the effects of an ageing population within the district and working with partners to provide for these needs

Action	Lead Directorate	Target Date	Status	Progress
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	31-Mar-16	On Target	<p>(Q1 2015/16) The final scope of the study, which will be led by the Asst. Director (Community Services and Safety) has almost been finalised. A multi-directorate officer project team has been formed to oversee and progress the project, which has already met a few times. The Council's National Graduate Trainee will be seconded to work on the project, under the supervision of the Lead AD, for 6 months from September 2015.</p> <p>(Q2 2015/16) The Council's National Graduate Trainee has just been seconded to the Communities Directorate (from October 2015), under the supervision of the Asst. Director (Community Services and Safety) and is undertaking preparatory work and interviews for the project.</p> <p>(Q3 2015/16) The project is nearing completion, and has included research, resident consultation and officer consultation across the Council's Directorates. It is envisaged that the outcome of the study will be reported to members during Q4.</p>
2) Review the provision and delivery of community and cultural services to older people	Communities	31-Mar-16	On Target	<p>(Q1 2015/16) This is being reviewed as part of the wider Ageing Population Project, with the current provision and delivery under initial review.</p> <p>(Q2 2015/16) As Q1.</p> <p>(Q3 2015/16) As Q2.</p>
3) Undertake a review of the Council's sheltered and designated accommodation for older people	Communities	31-Mar-16	On Target	<p>(Q1 2015/16) Two separate workstreams have been identified and established, each being managed through officer project teams. Workstream 1 is considering the streamlining and modernisation of the Scheme Management Service and is being led by the Asst. Director (Housing Operations) - with a view to an outcome report being considered in detail by the Housing Select Committee in November 2015, with resultant recommendations being made to Cabinet. Workstream 2 is considering the longer-term rationalisation and improvement of existing sheltered/grouped housing scheme sites and is being led by the Director of Communities - with a view to a proposed strategy being produced and presented to the</p>

				<p>Housing Select Committee in 2016 for initial consideration.</p> <p>(Q2 2015/16) WORKSTREAM 1 - In view of the lack of demand from older people, and the continuing high need/demand for general needs accommodation, it is planned to report to the Housing Portfolio Holder in October 2015 on a proposal to "de-designate" all remaining flats on housing estates that are currently designated for occupation by older people and for future vacancies in such properties to be let to general needs housing applicants. The wider options and proposals for streamlining and modernisation the Scheme Management Service is taking longer to plan. It is currently planned to report to a meeting of the Housing Select Committee on the issues, options and plans in the early part of 2016. WORKSTREAM 2 - The Officer Project Team has met on a number of occasions. A formal assessment of demand/'lettability' of each sheltered housing scheme, based on data and experience, is currently being undertaken. The need for options appraisals for each sheltered housing scheme has been identified, with a number of factors also identified to be taken into account when considering the future of each of each site. The current thinking of the Project Team is to develop a strategy with two key phases: Phase 1 – comprising detailed consideration for the potential redevelopment of identified sites (likely to be 2 or 3 sites); Phase 2 – Keeping under periodic review the 'lettability' and demand for other identified schemes, compared to the demand for general needs housing in those areas. The Project Team is also formulating an "EFDC Sheltered Housing Accommodation Standard" for all the sheltered housing schemes that would be retained under the eventual strategy.</p> <p>(Q3 2015/16) In October 2015, the Housing Portfolio Holder agreed to "de-designate" all remaining flats on housing estates that are currently designated for occupation by older people and for future vacancies in such properties to be let to general needs housing applicants. The wider options and proposals for streamlining and modernising the Scheme Management Service are under consideration, but it has been identified that the project is more complex than originally anticipated. The Officer Project Team for Workstream 2 has continued to meet and the direction of the Project is the same as reported at Q2. A formal assessment of demand/'lettability' of each sheltered housing scheme has now been completed and an "EFDC Sheltered Housing Accommodation Standard" for all the sheltered housing schemes has now been formulated.</p>
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Report to Overview & Scrutiny Committee

Date of meeting: 23 February 2016

Subject: Basildon Borough Council - Local Plan Consultation

Officer contact for further information: I. White (01995 564066)

Democratic Services Officer: A. Hendry (01995 564246)

Recommendations/Decisions Required:

That the following comments be made to Basildon Borough Council in response to the current consultation on its emerging Local Plan:

- (a) that the commitment to on-going co-operation with other Essex local authorities on cross-border and other strategic planning issues, including provision for the travelling community, be noted;**
- (b) that the approach proposed for future provision for the former Dale Farm travelling community, in the light of the revised guidance “Planning Policy for Traveller Sites” issued by the Department for Communities and Local Government in August 2015, be noted; and**
- (c) that, whilst being sympathetic to the position of Basildon Borough Council, it is extremely unlikely that Epping Forest District Council will be able to make any provision for the former Dale Farm community as it is probable that the Council will be asking other local authorities to make provision for some of it’s identified need for the travelling community (112 additional pitches for the period up to 2033) as a result of the 92% Green Belt coverage of the district.**

Report:

1. The current Development Plan for Basildon Borough consists of the Saved Policies from the Basildon District Plan (1998) and the Essex and Southend-on-Sea Waste Local Plan (2001), and the recently adopted Essex Minerals Local Plan (2014). The new Local Plan will replace the 1998 policies, setting out an overall development framework for the period up to 2034. Consultation on the Draft Local Plan runs from 28th January to 24th March 2016. The document can be accessed on www.basildon.gov.uk/localplan
2. The key issue in the consultation for Epping Forest District Council is provision of new accommodation for Gypsies and Travellers. Basildon’s 2013 Gypsy and Traveller Accommodation Assessment (GTAA) identifies a need for an additional 104 pitches to meet the needs of the authorised, temporary and tolerated sites, and a further 136 pitches to meet the needs of those members of the travelling community who were established on the unauthorised Dale Farm site.
3. The Borough Council is of the view that suitable and deliverable sites with the capacity for between 98 and 109 pitches can be identified, meeting the needs of the authorised, temporary and tolerated sites. The consultation document concludes that the Borough cannot make provision for the need arising from the former Dale Farm community, and

that this need will therefore need to be met through the Duty to Co-operate.

4. The Borough Council is taking advantage of the most recent (August 2015) Government guidance on provision for the travelling community (Planning policy for traveller sites (PPTS)). Paragraph 12 states – “In exceptional cases, where a local planning authority is burdened by a large-scale unauthorised site that has significantly increased their need, and their area is subject to strict and special constraints, then there is no assumption that the local planning authority is required to plan to meet their traveller site needs in full.”
5. Consequently Policy H3 of the Draft Local Plan states (inter alia) that:
 - (a) “The Council will seek to provide for the accommodation and well-being needs of the Borough’s gypsy, traveller and travelling showpeople communities by securing existing provision and seeking the delivery of an additional 104 pitches by 2033; and
 - (b) The Council will continue to work with other local planning authorities and Essex County Council to secure the provision of:
 - (i) The need arising from the large scale unauthorised former site at Dale Farm in other Boroughs/Cities/Districts in Greater Essex; and
 - (ii) New transit sites to meet Greater Essex needs.”
6. In response to an earlier consultation (Basildon Borough Local Plan Core Strategy Revised Preferred Options Report) this Council sent an officer level response in March 2014 (agreed with the Planning Policy Portfolio Holder) which included the following comments: “I am sure that every other Essex authority would accept that Basildon has a particularly tricky and difficult problem with making adequate provision for future traveller needs. However a joint GTAA is currently being prepared for the rest of Essex and, while it is far from complete, the message that is coming through is that this district is likely to need to more than double the already quite high provision in the period up to 2033 – and this is a district which is currently 92% Green Belt. There are also hints that revised guidance is to be published shortly for consultation, and that this is likely to tighten Green Belt constraints as far as traveller pitch provision is concerned. From this perspective it would appear to be virtually impossible for this Council to make any meaningful contribution to the predicted shortfall in Basildon provision.”
7. Members will be aware that the Essex GTAA was published in July 2014 and adopted as part of the Local Plan Evidence Base at the Cabinet meeting on 8th September 2014. This concluded that Epping Forest District needed to provide 112 new pitches by 2033. As of December 2015 there were 123 authorised permanent pitches in the district. The PPTS also changed the definition, for planning purposes, of travellers, excluding those who no longer follow a nomadic way of life. This will necessitate an update to the GTAA, and is likely to lead to a small reduction in the new pitch target, so while the figure is not quite as high as was anticipated in the March 2014 response to Basildon, there can be no doubt that this district still has a very challenging target to meet its own needs.
8. The PPTS has also tightened Green Belt constraints as far as provision for the travelling community is concerned. A new last sentence has been added to the (re-numbered) paragraph 16 which states “Subject to the best interests of the child, personal circumstances and unmet need are unlikely to clearly outweigh harm to the Green Belt and any other harm so as to establish very special circumstances.” The re-numbered para 25 has an additional word, underlined in the following quote - “local planning authorities should very strictly limit new traveller site development in open countryside ...”.

9. A new last sentence has also been added to the re-numbered paragraph 27, which is now quoted in full, with added underlining : “If a local planning authority cannot demonstrate an up-to-date 5 year supply of deliverable sites, this should be a significant material consideration in any subsequent planning decision when considering applications for the grant of temporary permission. The exception is where the proposal is on land designated as Green Belt; sites protected under the Birds and Habitats Directives and/or sites designated as Sites of Special Scientific Interest; Local Green Space, and Area of Outstanding Natural Beauty, or within a National Park (or the Broads).”
10. These changes will make it even more difficult for this authority to make provision for its own travelling community needs, as was predicted in March 2014, and as a consequence, virtually impossible for any of Basildon’s former Dale Farm community. While this Council would wish to be fully involved in Duty to Co-operate discussions with other Essex authorities on a wide range of issues including provision for the travelling community, it is much more likely that Epping Forest District will be asking other authorities to take some of its identified traveller needs because of the very significant, and recently strengthened, constraints in the district. The response to the current Basildon consultation should emphasise this point.

Resource implications:

Consideration of the consultation has been undertaken within the existing resources of the Planning Policy team.

Legal and Governance Implications:

These could arise if negotiations are entered into with other Essex authorities concerning provision for the travelling community.

This Council already has a very difficult target in terms of new pitches for the travelling community and, given the significant Green Belt coverage of the district, it is important that the response should highlight the problems the Council is facing.

Safer, Cleaner Greener Implications:

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

Consultation Undertaken:

None.

Background Papers:

Basildon Borough Draft Local Plan Regulation 18 Consultation – January 2016. Planning Policy for Traveller Sites (DCLG August 2015)

Impact Assessments:

Risk Management: There are no risk management implications arising from the recommendations of this report.

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

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Report to Overview and Scrutiny Committee

Date of meeting: 23rd February 2016

Subject: Youth Engagement Task & Finish Panel

Responsible Officer: Julie Chandler (01992 564214)

Committee Secretary: Adrian Hendry (01992 564246)



Recommendations/Decisions Required:

That the Overview and Scrutiny Committee receives an update on the outcomes of the Youth Engagement Task & Finish Review undertaken from April to September 2015

Report:

The recommendations from the Youth Engagement Task and Finish Review Panel were presented to Cabinet in December 2015, by the Chair of the Panel, Councillor Stephen Murray, supported by Councillors Gagan Mohindra and Aniket Patel who were also on the review panel.

Each of the recommendations, which are shown in bold as below, were discussed in detail by the Cabinet and the decisions made, are shown in normal text, as below;

i) That the Council retains and continues to support and develop the Youth Council in terms of wider youth engagement;

The Cabinet supported this recommendation in light of the excellent role that the Youth Council plays in engagement with their peer group, which extends across their respective school community and the local area where they live.

ii) That the Youth Council be afforded the opportunity to present a report/update twice a year to all Members of Council through a suitable meeting;

This recommendation was agreed and the potential for the Youth Council to report to Full Council was discussed.

iii) That the Youth Council acts as a consultee for stakeholder presentations at Overview and Scrutiny Committees;

The Cabinet agreed that it would be helpful for representatives from the Youth Council could be invited to meetings of Overview and Scrutiny Committee when guest speakers are present, or there is a relevant agenda item.

iv) That the current operational budget for the Youth Council be maintained at £12,000 per annum;

This recommendation was agreed.

v) That Cabinet considers a request for Continuing Services Budget (CSB) Growth of £8,000 per annum, for an enabling fund that the Youth Council can access for projects to be agreed by the Neighbourhoods & Communities Select

Committee.

Following detailed discussion, it was agreed that a District Development Fund growth bid of £8,000 be agreed, for an enabling fund that the Youth Council can access for projects, subject to acquiring formal approval from the Cabinet.

- vi) **That the Council pursues the devolvement of the budget and responsibilities for Youth Provision from Essex County Council to the District Council; and,**

This recommendation was denied.

- vii) **That Cabinet considers a request for Continuing Services Budget (CSB) Growth of £25,000 per annum, for targeted work by Community Services and Safety and not at the detriment of the current service.**

This recommendation was denied.

The recommendations from the review were considered by Finance and Performance Management Cabinet on 21st January and agreed for presentation to Full Council for a final decision.

Overview and Scrutiny Committee members are asked to note, that, due the uncertain future of the Youth Council prior to completion of the Task and Finish Review and subsequent presentation to Cabinet & Council, it has not been possible to carry out Elections for the new cohort of Youth Councillors in the first part of this year as would be normal practice. Therefore, Youth Council Elections will be held in local secondary schools during the Autumn 2016 and the current members of the Youth Council will have the opportunity to extend their participation in Youth Council activities during this time.

Reason for decision:

This report is an update on the position of the Youth Council and Youth Engagement

Options considered and rejected:

As indicated, the Review Panel presented two recommendations that were not agreed by Cabinet Committee as above.

Resource implications: Cabinet Committee has agreed for a DDF growth bid for £8,000 to enable the Youth Council to develop a range of new projects, subject to agreement by the Committee.

Legal and Governance Implications: None.

Safer, Cleaner Greener Implications: None

Consultation Undertaken: A range of consultation was undertaken during the review, with officers, statutory and voluntary sector partners and local secondary schools.

Background Papers: Reports and minutes from Youth Engagement Task and Finish Review panel Meetings.

Impact Assessments: Not applicable at this stage of the reporting process

Risk Management: N/a

Equality: No implications at this stage.

Report to the Overview and Scrutiny Committee



Date of meeting: 23 February 2016

Portfolio: Environment

Subject: Review of Waste and Recycling Collection Arrangements

Responsible Officer: Derek Macnab (01992 564050)

SCRUTINY



Epping Forest District Council

Democratic Services: Adrian Hendry (01992 564246)

Recommendations/Decisions Required:

That Members consider the outcome of the Review of the Council's Waste and Recycling Collection Arrangements in order to advise the Cabinet of any key findings.

Introduction

(1) The Council's contract with Sita, its previous waste, recycling and street cleansing contractor, came to an end after a seven year period on 3 November 2014. The process of awarding a new contract began in 2013, with competitive dialogue chosen as the procurement methodology, in recognition of the scale and complexity of the contract.

(2) At the final tender stage, all the remaining contractors bid on both a five-day collection and a four-day collection basis. The most advantageous tender, in terms of price and quality, was submitted by Biffa Municipal Ltd, who were appointed by Council in May 2014. The contract mobilisation and handover went well and Biffa performed satisfactorily during the period from November 2014 up until May 2015, during which time they were operating the previous five-day collection arrangements.

(3) However, following the switch to the four-day collection schedule and the introduction of new vehicles and technology on 12 May, it quickly became apparent that the contractor was struggling to provide the service required of them. Over a period of several weeks, an unacceptably high level of missed collections were reported and the service is only now fully stabilised. The Council's Environment Portfolio Holder, believes that it is very important to establish the reasons behind this service failure, not only to help in rectifying any ongoing problems and achieving an acceptable level of future service, but also to help in identifying any lessons for the Council, with respect to the letting of other major service contracts.

(4) To this end, the Environment Portfolio Holder formally requested that Overview and Scrutiny Committee undertake a review on his behalf, the outcomes to be formally reported back to Cabinet. Overview and Scrutiny Committee subsequently agreed the request and determined that the Neighbourhoods and Communities Select Committee was best placed to undertake the review, by virtue of their Terms of Reference.

The Review Process

(5) Given the likely level of both Member and Public interest, particularly with respect to the introduction of the revised 4-day collection arrangements, it was agreed that an additional meeting of the Select Committee would be dedicated to this single subject. Given the Work Programme of the Committee, the availability of external contributors to the review and to allow a period of time for the contract to fully stabilise, a date of the 17 December 2015 was set.

(6) In order to ensure that the review focused on the main issues that Members wished to explore, the Committee in September 2015 established the scope of the review and how the meeting will be practically undertaken. As a result, it was agreed that the review would be undertaken in 4 parts, covering the following issues.

Part One – Procurement Process

- i. Why the Council elected for Competitive Dialogue;
- ii. The Procurement Process and Key Considerations;
- iii. Contractors' Service Improvements identified through Competitive Dialogue;
- iv. Rationale behind the adoption of 4-Day Collection;
- v. Final Tender Evaluation and Award.

Part Two – Mobilisation and First 6 months of Contract

- i. Mobilisation in run-up to Contract Start Date November 2014;
- ii. Operation of 5 Day Service during initial 6 months;
- iii. Procurement of new fleet and depot relocation;
- iv. Preparation for Service Change to 4 Day Collection;
- v. Communication/Information to residents.

Part Three – Revised Arrangements from the 12 May 2015;

- i. Problems encountered by Residents. Type and Scale;
- ii. Operational issues faced by Contractor;
- iii. Remedial Actions and Recovery Plan;
- iv. Current Performance of Contract and Future Prospects.

(7) The aim of the final, **Part Four** of the review, was to reach a set of conclusions around what could have been done better and to recommend any key considerations with respect to how the Council could improve procurement and implementation of any future major service contracts. This report seeks to reflect on the discussion that took place on the 17 December 2015, in order to fulfil this requirement.

Outcome and Findings of the Review Meeting:

(8) The notes of the meeting of the Neighbourhoods and Communities Select Committee on the 17 December 2015, which undertook the Review of the Waste and Recycling Arrangements, are attached as an appendix to this report. The notes reflect the totality of the discussion and the lines of questioning undertaken.

(9) Officers have reviewed the notes and have identified what would appear to be some

key learning points from the meeting. Members are invited to consider these issues and any others that they identify, as the basis for a report to the Cabinet.

Part One - Procurement:

- Competitive Dialogue proved to be an effective means of procuring the new Waste Contract, from both the Client and Contractors perspective.
- Although the Members interview only scored 10% of the quality scores, and on this occasion did not materially affect the final award, it is considered that Member Interviews are still beneficial for future service contracts.
- The role that cross-party Portfolio Holder Advisory Groups play in shaping service contracts was recognised as a positive.
- With contracts which involve major service changes, the costs to the Council should not be underestimated in terms of advising residents etc. The £50,000 on the Waste Contract was in hindsight, too small.

Part Two – Mobilisation and First Six Months:

- Overall the Waste and Recycling Contract mobilisation went well, with service quality maintained over the period November 2014 to May 2015.
- Although TUPE Arrangements were satisfactorily completed for staff transferring from SITA to BIFFA, there were some concerns highlighted regarding communication with staff despite Biffa's best endeavours.
- The innovation forum established between client officers and contractor, proved useful in addressing service issues and identifying areas for improvement, this should be encouraged as good practice.
- The original start date for the change to 4-day collection was not achieved, due to delays in vehicle acquisition and transfer of depots. However, the revised date of 12 May was still in retrospect too early.
- The number and type of informal arrangements that exist between householders and collection crews, should not be underestimated and should be specifically addressed in terms of debriefing at end of contract periods.
- Whilst it was felt that the problems encountered around the change to 4-day collection were not simply attributable to the prior notification information provided, it was felt that the letter to all residents could have been clearer.
- The information contained on the Council's Website was helpful, particularly the tool which converted postcodes into revised day collection arrangements.

Part 3 – Introduction of Revised Arrangements:

- Start date for change to 4-day collection too optimistic in as much as new fleet was only delivered days before implementation, preventing crew familiarity and ability to address technical failures.
- A phased approach was not adopted and had not been elsewhere, to the best

knowledge of consultants and contractor. However, should not be ruled out in future contracts, certainly there would have been value in test rounds with the new fleet.

- The new IT system would have benefited from earlier implementation and a longer period of testing. The round information from the start of revised collections was inaccurate, leading to whole streets being missed. Lack of integration with client system also a major problem.
- Biffa lost 20% of the workforce that transferred from Sita, the outgoing contractor. This was a loss of valuable local knowledge which should have been captured in some way. Changing staff onto rounds in areas that they were not familiar with and an initial reluctance to utilise knowledge of waste client officers, compounded the problem.
- Some of the fleet purchased was not fit for purpose e.g. Street Sweepers that could not deal with rural road network. In future, demonstration vehicles may prevent re-occurrence.
- A need to utilise agency staff to cover additional rounds and cover vacancies, delayed the stabilisation of the contract. Whilst tender evaluation demonstrated that adequate resources were to be employed, did not take into consideration the effect of staff turnover. Issue to be explored in future contracts.

General Conclusion

It would appear that a number of the problems encountered by Biffa when introducing the revised 4-day collection arrangements, could have been avoided with additional time, e.g. to improve staff training and familiarisation with new vehicles and IT, to test drive new routes more thoroughly, to retain and utilise local knowledge of existing staff, to fully run in new fleet and to have operated longer from new depot locations, before the service change.

EPPING FOREST DISTRICT COUNCIL COMMITTEE MINUTES

Committee: Neighbourhoods and Communities Select Committee **Date:** Thursday, 17 December 2015

Place: Council Chamber, Civic Offices, High Street, Epping **Time:** 7.00 - 9.45 pm

Members Present: M Sartin (Chairman), H Brady (Vice-Chairman), N Avey, L Hughes, R Jennings, S Neville and B Surtees

Other Councillors: K Angold-Stephens, W Breare-Hall, R Morgan, G Waller, C Whitbread, J M Whitehouse and D Wixley

Apologies: R Gadsby, L Mead and A Patel

Officers Present: D Macnab (Deputy Chief Executive and Director of Neighbourhoods), J Barnard (Office Manager), T Carne (Public Relations and Marketing Officer), K Durrani (Assistant Director (Technical Services)), D Marsh (Waste and Recycling Manager), A Hendry (Senior Democratic Services Officer) and S Mitchell (PR Website Editor)

Also in attendance: L Attrill, S Crook, P Dickson, R Edwards and L Smith

35. WEBCAST ANNOUNCEMENT

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.

36. SUBSTITUTE MEMBERS (COUNCIL MINUTE 39 - 23.7.02)

It was noted that there were no substitute members for this meeting.

37. DECLARATIONS OF INTEREST

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

38. REVIEW OF WASTE AND RECYCLING COLLECTION ARRANGEMENTS

The Chairman welcomed the members of the public, officers, councillors and invited guests to this special meeting of the Neighbourhoods and Communities Select Committee. The meeting was to review the new domestic waste and recycling contract and following the switch to the four day collection schedule and the introduction of new vehicles and technology. This resulted in an unacceptably high level of missed collections. The Council's Environment Portfolio Holder noting that this was an important service, formally requested that the Overview and Scrutiny undertake a review on his behalf and that the outcome to be formally reported back to the Cabinet. The Overview and Scrutiny Committee agreed that this request should be determined by the Neighbourhoods and Communities Select Committee.

Given this, a single, one off meeting of the Select Committee be dedicated to this single subject.

In addition to the Environment Portfolio Holder and the Council's lead officers on Waste and Recycling, senior representatives from Biffa municipal were present; they were: Mr Dickson, Biffa's Commercial Director, Mr Smith, the contractor supervisor, Mr Crook the Operations Director and Mr Edwards their Managing Director. Also in attendance was Mr Attrill, the Consultant from White Young and Green, who supported the Council through the procurement process. They were invited to give evidence and answer questions.

Mr Macnab, the Committee's lead officer and the Director of Neighbourhoods outlined the procedure for the meeting and the history behind the awarding of the Council's waste contract. He noted that due to uncertain variables the Council had elected for competitive dialogue. The council was unsure as to whether it wished to keep Grounds Maintenance Services and/or Fleet Management in-house or whether it wished to include these services within the contract for Waste Collection and Street Cleansing Services. The Council also wished to consider alternative means of collecting waste, including the use of wheeled bins for dry-recyclables plus the option of including glass in the co-mingled mix. They also wished to discuss ICT solutions which would give better management information so as to better inform customers. Finally it was necessary for the contractor to provide their own depot, as the Council would be redeveloping Langston Road. The variables meant that using the traditional procurement procedure was inappropriate as the Council could not, at the outset, identify the precise requirements of the contract. The Competitive Dialogue procedure had given good results on other authorities waste procurements exercises.

It was noted that the 4 day collection model was offered by several bidders. It was a model used by a number of authorities to (a) improve productivity and thereby reduce costs; and (b) to avoid 'catch up' or 'slipped day' collections following Bank Holidays and in particular, because the new depots were outside or at the edge of the District's boundary, the longer working day associated with the four-day week allows for the longer travelling times at the start and end of each day. Allowing for the four day collection reduced collection costs to the Council.

Mr Macnab noted that the most advantageous tender in terms of price and quality was submitted by Biffa Municipal Ltd. who were appointed by the Council in May 2014.

Mr Macnab advised that the meeting would be broken down into three parts as indicated on the report attached to the agenda. The first part would look at the initial procurement process, while the second part would consider the mobilisation and the first six months of the contract. The third part would concentrate on the problems encountered. The fourth part indicated on the report, conclusions and recommendations, was a bit too ambitious to tackle at this meeting and reach conclusions. Officers would take away all the information gained this evening and write it up into a formal report to go to the select committee's next meeting and from there to the parent Overview and Scrutiny Committee meeting and onwards from there back to the Cabinet.

Part one – the Procurement Process

The Committee went on to review the procurement process. Len Attrill, the consultant from White Young and Green, who supported the council through the procurement process gave a brief description of why the council chose to go for Competitive Dialogue, the procurement process, any key considerations and service

improvements identified. Mr Attrill noted that this process enabled the bidders to take into consideration:

- the grounds maintenance service;
- establish synergies between grounds maintenance and street cleansing services;
- to market test the in-house service for fleet management and maintenance;
- to seek a solution in relation to depot provision;
- an innovative approach to the provision of trade waste collection and recycling;
- achieve a minimum average recycling rate in excess of 60%;
- the provision of up to date ICT; and
- where affordable to endeavour to go for innovation and added value.

The council had expressed a wish to move from their current depot and explore alternative type of fleet contract and would also examine the contract term, which should be longer than the former 7 years.

They wanted to explore if grounds maintenance or if the contract for arboriculture services was to be included. The Council wanted, through this contract to help Small or Medium Size Enterprise (SME's) in the district by having their trade waste collected and to see how this could work.

They were also looking at how recycling, composting etc. could be improved; the procurement process was wholly designed to see how contractors would tackle this.

The procurement process allowed for 3 levels of dialogue and 3 stages for tender consideration which was felt was entirely necessary.

It was asked if during the process, any consideration was given to any problems that could occur and how to deal with them. Mr Attrill said it was set out how to handle such things in a "Model of Performance Management". There was always the possibility that things could go wrong so this mechanism was there to deal with that.

In the end the council was able to maintain the quality of the service, vacate the depot and achieved a service lower in cost than the previous contractor; in addition to the service improvement identified.

Councillor Jennings commented that given all the other things going on, was the saving of money on this contract from the previous contract too good to be true, or was there something that was specific to EFDC? Mr Attrill said that he did not think it was entirely unique to Epping Forest; other councils were procuring roughly the same services. There were a number of reasons why costs were lower than they used to be, such as the cost of fuel which was lower than it has been for nine years, interest rates were low and low wage inflation for a couple of years. Things that have not helped was that the value of recyclables had fallen, part of the world collapse in commodity prices. Generally the trend was where councils that had decided to radically change services had seen significant cost increases.

Mr Attrill noted that a 4 day collection period was not innovative; other authorities have been operating this system for years. This usually happened in rural areas when the population was a long way from the waste depot and this came about for EFDC as they were considering moving their depot. Most of the contenders bidding for the contract had depots outside the District boundary and options for a 4 day week were put on the table as this had operated successfully for other authorities. This also avoided the 'catch up' or 'slip day' collections following bank holidays, although there may be some need for catch up over the Christmas and Easter

holidays. However it was noted that the introduction of a four day collection model would incur costs to the Council. These additional costs were estimated at £50,000 and with the benefit of hindsight perhaps the figure should have been higher. This figure was then added to the contract and £5,000 was added per year over a 10 year period.

Councillor Neville asked that when other Councils moved to a 4 day week, did they start with a pilot scheme? Mr Attrill replied that he knew of no Council that ran a pilot scheme. That did not mean that none were run, just that he did not know of any. The Chairman asked the Biffa officers if they knew of any pilot schemes, they replied that they did not.

Councillor Surtees commented that he was not critical of the whole system just interested in the journeys to the depot. The depot was quite away from Epping; were there other journeys that had to be undertaken to take waste material to other sites or was it just to and from the depot. Mr Attrill said it depended entirely on the waste stream. Some of the waste streams go to a transfer station in Harlow. The key point was that we have identified the waste disposal facilities for residual, garden and food waste. Those were fixed. Where the contractor had their depots was their choice, but we did scrutinise that at the evaluation. But in looking at the distances involved and the travelling time we felt they were entirely achievable. Councillor Surtees asked if the variables he had identified were taken into account and was there some wiggle room if more stuff had to go to one place rather than another. Mr Attrill agreed that there was, the waste industry was highly competitive and simply making decisions on how finely tuned you made your model would be what makes these lower cost tenders. But the more fine tuned you make them the greater the risk that it would not bed down as it should. This was partly why we took the view of having the £50,000 buffer, and with hindsight we may have undercooked that.

The Chairman asked the Portfolio Holder if he had any comments on the adoption of the 4 day collections. Councillor Breare-Hall the Environment Portfolio Holder said that he supported the rational behind the process and confirmed that all the options were considered. Ultimately it came down to a cost/benefit analysis and a judgement call to what was better for our residents.

Councillor Jon Whitehouse asked what was the difference between the number of staff and vehicles required for the 4 day system to the 5 day system. Mr Attrill replied that he could not answer that question without doing some research on the different bids made. Councillor Whitehouse asked him to go for the tender adopted rather than the various options considered. Mr Attrill replied that you had to remember that each bidder was tailoring their services on the basis of where their depot would be. One contractor had theirs next to the Harlow Transfer Station and for them a 4 day week did not add much so they chose the 5 day option. But they were not the winner of the tender. There was no general principal that the 4 day week delivers better results everywhere. There were a lot of variables and this would establish a model for the most advantageous tender. Councillor Whitehouse then asked what was the difference between a 4 day and a 5 day service under Biffa. A Biffa representative said that there was a saving in overtime and fuel.

In summarising the final tender evaluation and award, Mr Macnab noted that the procurement exercise had started in March 2013. 8 bidders started and were reduced to 4 who proceeded to the final stage of the Competitive Dialogue. There were two bids for each 4 and 5 day tenders, with two days of tender dialogue set aside for each bidder. The final tender process went for a 50/50 split (quality and price). There was also a member interview that accounted for 10% of the score.

Once completed the Council considered the bids and Biffa was considered the most advantageous bid (giving a saving of £416k per year on the previous contract) and Cabinet took the decision in May 2014, which was also considered by full council.

Councillor Surtees asked that with hindsight was there anything that could have been done differently? Mr Attrill replied that the procurement process was seen to be thorough; the only thing they would have done differently would have been to ask for more than the £50k. The council had a new depot, a new fleet and recycling compliant with the waste framework directive. Councillor Surtees said that whatever problems that happened after, was not due to the procurement process. Mr Attrill agreed that it was not the fault of that process.

The Chairman asked if the officers from Biffa thought that there was anything we could have done differently. The officers from Biffa concurred with Mr Attrill that the procurement process was well handled and ran to time. Mr Attrill added that the three companies that lost the contract were also very happy with the process they went through.

The Chairman noted that as part of the member interview panel their 10% did not seem to have any influence on the final outcome. Mr Macnab said that this was not by design. In the end the 10% did not have any effect on the outcome, but may have done on a closer fought exercise. Mr Attrill added that it was mathematically possible for the member's marks to make a difference in a tighter competition.

The Portfolio Holder, Councillor Will Breare-Hall noted that he was ably assisted by a cross party advisory group, giving member involvement throughout the process.

Part two – Mobilisation and the first 6 months of Contract

The meeting then went on to consider the second part of the review, the mobilisation and the first 6 months of the contract.

Mr Durrani, the Assistant Director (Technical Services) advised the meeting that the decision to award the contract was made by the Cabinet in May 2014. After that there was a handover period from Sita to Biffa. The first thing was to get Biffa set up at the Langston Road depot; TUPE staff transfer over to Biffa; transfer assets like vehicles and the stock of wheelie bins and other containers etc. This was carried out successfully and Biffa operated the 5 day collection service from 4 November 2014. Mr Marsh, the Waste and Recycling Manager added that the council acted as a buffer between the outgoing and incoming contractors.

Councillor Jennings asked what was the reaction of the staff to the change from a 5 day to a 4 day collection. Mr Durrani said that they knew it would be a 4 day service. Biffa was preparing the staff for this change and also the need to move to a new depot and the change of vehicles. A member of Biffa added that it was fair to say that a lot of questions came out of this opportunity to work one day less. There were a few cases of concern, but generally they got on with it. Councillor Jennings was pleased that they held one to ones with the staff concerned as it would have impacted everyone. Biffa did a good job. The Chairman noted that the TUPE had also raised some concerns.

Councillor Surtees noted that the transfer went well, but he had heard stories that some residents were dissatisfied with the service, what sort of percentage would that be? A representative from Biffa said that only 1 or 2 residents had expressed any concerns.

Councillor Whitehouse said it had been mentioned how critical it was to get the geography of the services right. Were collection points missed at first, and how was this list maintained and how accurate was it. Mr Durrani said that the first six months of the Biffa contract was run as if they were Sita, doing everything that Sita did for the last seven years. The crews had paper based lists, the change to the new IT system came in under the 4 day system. For the first six months nothing changed; only when they went to the 4 day service did it change.

Mr Marsh noted that it was a smooth transfer, the use of the Sita schedule meant no initial change and a seamless transition; the crews knew the routes, although there were some problems with some narrow access systems.

Members of Biffa noted that they had inherited the Sita fleet, purchased from this Council, but they could not run them for the whole 10 year period of the contract. They used this fleet at their Stratford upon Avon contract, which was shorter, and at EFDC tendered for a new fleet of vehicles. The drivers took time to get familiar with the operation of new vehicles. There was also change in the depot location to add to the mix. The changes caused an unsettling period, but they were planning for the next 9½ years.

Councillor Neville asked Biffa if they had considered the size of the new vehicles, as it was difficult for the bigger vehicles to get around our small rural roads. Why did they choose bigger vehicles and not smaller ones and, how much experience did they have in the software in other situations as it seemed it had glitches. He was told that the new vehicles were no longer or wider than the other vehicles, it may be that they put larger vehicles on other routes. Councillor Surtees asked if the correct number of vehicles were obtained at first. He was told that they had the right amount of vehicles but they did lay on extra vehicles and crews to help them settle in.

Mr Durrani noted that preparation for the commencement of the four day collection service started soon after the award of the contract. An Innovation Forum consisting of Biffa and Council officers was formed by the Waste Partnership Board to oversee the changes to a 4 day service. There were a number of key changes – the purchase and introduction of a completely new fleet of vehicles and the movement of the workforce from the operational base from the Langston Road depot to the Biffa depot in Waltham Cross. The Partnership Board also looked at a number of other issues such as any problems with the staff and TUPE and the change of the depot location. A lot of work was put in by our IT department in conjunction with Biffa on their new system such as putting in information onto their live feed systems etc. Mr Marsh added that they had carried out projects like this before and had used their experience to facilitate this move.

The Chairman noted that the original date for this move was scheduled to be earlier; would there have been adequate time for this earlier date? Mr Durrani said that in terms of the information available at the time, it seemed that it would have been the right time carry out this change. But we were not as ready as we thought we were.

Councillor Surtees asked how robust were their contingency arrangements to handle the situation that arose? Biffa said that they had their contingency plan that covered their IT and vehicles etc. and on how they should react. They had put in a lot of hard work and good will to recover their position.

Councillor Whitehouse noted that the transfer from a paper database to an IT one had its problems. Was this picked up at the transfer stage? Mr Durrani said that they believed that everything was covered on the IT systems. Ms Barnard, the Admin and Customer Services Manager, noted that all the information held on the Council's

database was transferred over to the Biffa system. Mr Attrill noted that there were also some informal arrangements between householders and crews that no one else would know about and may not have been passed on.

Mr Durrani noted that every household received a letter about the change over, with a calendar showing the collection dates, information was also put on our website with a search tool to enable householders to check the date and type of waste and recycling collection, and this proved very successful. We have had criticism for not having enough publicity, but the problem was not that but that collections were missed.

Councillor Surtees noted the informative letter had been sent out, but what about people with learning disabilities who may have encountered problems, could an easier way be found to communicate. Mr Macnab said that was a learning point to take on board and if they did something like this again they would run pilot schemes etc.

The Portfolio Holder, Councillor Breare-Hall added that with hindsight the letters were not as clear as they could have been. But more broadly, we had done a good job communicating by using the website and other means.

Part three – Revised Arrangements, Problems, Operational Issues & Remedial Actions

Mr Durrani noted that the 4 day collection consisted of Tuesday to Friday collections, a one pass collection for dry recycling and glass and new ICT and Customer relationship Management systems for the management of customer contact and also the new collections for small electrical equipment, textiles and batteries. A lot of things have come together and a lot of things have changed and this was where things could go wrong. We needed to check these services now and to explore how we could improve things.

Mr Marsh commented that with change, inevitably problems cropped up, especially with big changes in the schedules. At the start we had feedback that the collections were not happening as effectively as they should have been. Some houses were missed and this was coupled with a lack of knowledge of some of the areas being covered. Staff did not necessarily know the location of some of the bins as there were some unusual places they were being kept. This ended in missed collections and staff had to do some relearning of the 'ins' and 'outs' of an area. Some rural areas had consistent problems at this time.

The Chairman said that this went back to the question asked by Councillor Whitehouse about information being passed over. A Biffa officer noted that the information being passed over was okay but they lacked the local knowledge of the old crew members.

Ms Barnard said that the volume of calls were about missed collections and repeated missed collections. At its peak the contact centre was getting about 750 calls a day and they handled this by drafting in staff from other areas to answer calls and emails. An additional problem was that officers had to learn new ways of processing the new systems, at the start the lines of communication were not that clear, but this had changed now. For some numbers on missed collections; in May 2015 we took 3616 reports on missed collections and 291 missed assisted collections. In June it dropped slightly to 2999 missed collections and 363 missed assisted collections. In October 2015 it had dropped down to 636 missed collections and 86 missed assisted

collections and in November it was 468 missed collections and 36 missed assisted collections. In context the number of missed collections overall was less than 1%.

Councillor Angold-Stephens wanted to know how much the switchover to the 4 day collection period was dependant on the software, was that a cause of the problem. An officer from Biffa replied that the change over was not reliant on the IT systems.

Councillor Avey noted that Biffa had the ability to pick up small electrical items and textiles, how did this work, how has it been addressed and was it successful? Mr Durrani said that initially it had caused delays but it has since got better. Initially a lot had been put out and Biffa could not handle that quantity and needed to have extra collections. Councillor Brady said that she had tried putting batteries and textiles out but they had not been collected and she had to put in a complaint.

The Chairman noted that assisted collections had a lot of problems. Mr Marsh noted that this was due partly to not having the information of where they stored their bins. All assisted collections need to be logged to aid the management tool. Biffa noted that a lot of effort had been put in to address this as quickly as they could. Partnership working with officers and IT systems helped.

Councillor Waller commented that most organisations depended on the tacit knowledge of workforce, not recorded anywhere. Were attempts made to assign teams to areas that they knew? An officer from Biffa said they were where they could do so, but they did organise it in a different way once they were familiar with the routes.

Councillor Surtees noted the number of missed collections and asked if officers had comparative figures for what it was like before the contract was entered into. Could you give us any information to say what it was like in November and what it was like in May? Ms Barnard said she did not have the exact figures but in April 2015 we were taking 2788 calls and in May 2014 we took 2735 calls. So very similar to where we were before.

Councillor Whitehouse said that he tried to use the internet to report any problems, but it seemed that the internet was not as automated as he thought it would be. Do the reports go directly into the Biffa system? Ms Barnard replied that any forms completed on the internet went directly to her team to be manually inputted into the Biffa database. They were looking to improve this process.

Councillor Surtees said that as they were looking at the problems that the residents had experienced. We have heard about missed bin collections but there were other things such as kerbs being damaged by freighters and vehicles being damaged by refuse freighters and I wondered if that was something that needed to be taken into account when assessing the size of the problem being faced. Also, it seems that not everybody was reporting every incident, so there must be an element of under reporting. So the figures given would not be the whole picture. Mr Marsh agreed that there was an element of under reporting happening.

The Chairman noted that the refuse vehicles had 360 degree cameras mounted on them. Were they in operation and being used to pick up any problems? She was told that they were and were being used to solve some reported problems and to show that they had not hit someone's car. The Chairman then asked if there were instances where it showed that it did hit a car. She was told that yes, it had.

The Chairman asked if the attending member of the public would like to put her question now.

The member of the public said that she had received her recycling calendar for May to October for which she thanked the officers. But, right from the beginning her general waste was collected but her recycling waste wasn't. On numerous occasions during May and July when she reported it she were told that Biffa would be informed of this. She has since found out that that her bin was in the wrong place. Up until May her recycling was always collected correctly, but now they seemed just to be going to the other block of flats. She did not report this in September and October, but by the end of November it had become a really big problem and she sent an email reporting it. An officer came out and said it was because they had contaminated the bin with black waste sacks. But living in flats she had never received the clear sacks. She generally collected hers from the local council offices. If they had been delivered to the flats then probably people would not have used the black sacks. But, she thought that they had not seen the bins as the glass had not been collected and that had not been contaminated. When they did come they took away the black sacks and put the warning stickers on the bins to say no black sacks. Since then unfortunately some black sacks did go in and were taken out and the bins photographed by the Biffa staff to show it had been emptied. Unfortunately, these sacks were just dumped outside the bin store, where they will stay.

Officers from Biffa apologised for this and said they would take her relevant details, investigate and rectify it.

The three written questions sent in before the meeting were then considered. Mr Macnab gave an undertaking to write to them individually giving them an answer.

The first question along with the third were considered together as they were similar as they were both about the returning of the emptied bins to their original location. Biffa officers said that they should have been returned to the point from where they were collected from and that should have been monitored by our camera system. If they have the address then we can check up on this. Councillor Waller noted that in rural areas bins have been left in the middle of the driveway and people have to stop their car on the road to move them; which is dangerous on rural roads. The Chairman added that this was a common problem and almost all councillors would have had some experience of it.

The second question asked if the separation of waste requirements had been relaxed. Officers from Biffa noted that they did not set the policy so there was no change. But there were occasion where they would be catching up on missed collections and would take everything regardless.

The Chairman noted that there had been recycling sacks piled up in one place, were operators encouraged to do this? She was told that that should not be happening; they were currently working through these issues. Mr Marsh added that they should not be there for more than an hour. But this was also a national problem.

Councillor Brady said that she believed that the size of the bins had got smaller, was this the Council's idea or Biffa's. She was told that the overall size had not changed but the design had, it just looked smaller.

Officers from Biffa noted that that the new ways of working required change. They should have been using local crews; and once they started operating they were not achieving what they should. They then had to run three 'mop-up' crews to deal with the problems that arose. A combination of various issues caused a perfect storm. They also lost some employees and with them local knowledge. The new vehicles were different and needed some time for familiarisation; they were also slower which

impacted on the length of the rounds. They were also relying on the new IT system which had teething problems and the longer working days meant that they got caught up in traffic as well. They noted that they did not have enough resources and introduced four new rounds and also had to bring in new people.

They had lost 20% of their workforce and had to train up the new replacements, and they were just coming to grips with this now. They were now delivering the service that was expected. There were more improvements to come to bring the service up to a much higher level.

Mr Macnab noted that the scale of the problem was not appreciated at first by Biffa. Once the full scale of the problem was realised it was accepted that the only way was to work in partnership. There were weekly meetings with top management which produced a recovery plan. They also engaged another contractor for a weekend to clear up the backlog. EFDC and Biffa worked together to turn this around.

Councillor Surtees noted that over the summer some of the crews looked very tired working their new 10 hour shift instead of 8 hours. Has there been any increase in accidents, Health and Safety matters or a rise in the sickness levels. He was told that Health and Safety was high on their list. However, sometimes they had a number of agency and new staff not in a settled state, and they could take months to settle down. In the short term they would experience more accidents with new staff.

Councillor Surtees then asked if they could provide regular figures to this Committee on absenteeism, sickness etc.? Mr Macnab said that they had a Partnership Board that looked at the management information; they would look at this and share the information with members.

Mr Durrani in summation of the recent events and their current prospects noted that EFDC and Biffa had learnt a lot over the past months and have made a significant improvement in the service provided. The challenge was to continue to improve standards, achieve the recycling target and improve the work on the cleansing side; especially as the crews were now gaining experience and knowledge of our roads.

Officers from Biffa commented that they had employed more resources than they initially thought they would, but were now getting back to their tendered model, by addressing the challenges they faced. They had a problem with the street vehicles they used for street cleansing, which were not fit for purpose, but their new vehicles would bring this up to standard.

Councillor Neville noted that street cleansing consisted not just of the small vehicles but of people going out litter picking. How many missed areas had been reported? Mr Marsh replied that he did not have those statistics with him. He agreed that they had taken their eye off the ball for street cleansing as they were concentrating on the collection problems, but they were now getting to grips with it.

Councillor Surtees said that he was appreciative of all that had been done so far. He wanted to know how long before all freighters were as stated in the contract and we would no longer need agency staff; and would they have need of more vehicles? Officers from Biffa said that they would not give a time scale but were working as quickly as possible to normalise things. As for freighters they were looking to normalise this and were taking a long term view of this contract and were looking to build up that trust and confidence with the residence. They were working in partnership with EFDC to develop their services.

Councillor Whitehouse asked if they still used the extra staff. He was told that nowadays they did not use extra mop-up crews, just the normal crews to put things right so that they could learn the problems on their routes.

Councillor Brady commented that they had made tremendous improvements over the last seven months and thanked them for that. However, with Christmas coming was it all under control? She was assured that it was and they were prepared for it and foresaw no problems.

Councillor Surtees asked what he should say to his residents when they asked why their recyclables had not been collected. Biffa officers said that at the start there had been some confusion with the workforce and who collected what, also there was more recyclables than they had anticipated. Now, if the cage was full, the crews would call the supervisor to arrange for their collection. They hardly got any missed collections now.

The Chairman asked what the future prospects for our recycling figures were. Mr Attrill said that this was a national problem. A plastic bottle of the same size weighed less now than it did some years ago, that same went for glass bottles. Less paper was recycled as we as a society used less paper. The percentages and kilos would drop nationally because of this. But, they were starting to see new set of indicators coming through.

The Chairman asked the Biffa representatives if they were happy to attend a meeting of the Neighbourhoods and Community Services Select Committee in a few months time to update them on this matter. They agreed that they be happy to attend.

The Chairman noted that the next meeting of the Neighbourhoods and Community Services Select Committee would receive an interim report in January about tonight's meeting and a fuller report would go to the February Overview and Scrutiny Committee and onward to a future Cabinet meeting.

She thanked everyone present, the staff, Mr Attrill, the Biffa representatives and members of the public for participating in this interesting and informative meeting.

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Report to Overview and Scrutiny

Date of meeting: 23 February 2016

Subject: Essex County Fire & Rescue Options for Change consultation



Officer contact for further information:

Peter Charman – Contingency Planner (ext. 4176)

Committee Secretary: A Hendry (ext. 4246)

Recommendation:

That a report be made to Council recommending:

- (1) That officers respond to the Essex Fire Authority consultation supporting Option 3.**
- (2) That officers explore innovative collaborative opportunities to improve Community Safety.**

Report

1. On Wednesday 27th January, Acting Chief Fire Officer Adam Eckley gave Members a preview of the second stage of its public consultation, “Leading the way to a Safer Essex – Options for change 2016-2020”. The consultation was subsequently published on Monday 1st February and runs for 12 weeks until 25th April 2016.
2. The consultation document proposes three options for organisational changes to the Essex County Fire & Rescue Services against a background of changing risk, reduced funding and a greater emphasis on partnership working.
3. In essence, the Essex Fire Authority strategy is to restructure response arrangements (in line with reduced risk) to make savings and generate £3m extra annual funding to support prevention and protection activities.

What it means for Epping Forest District

Fire Stations

- In each of the three options, Loughton Fire Station remains a wholetime crewed station *but the number of appliances is reduced from two to one.*
- Again, in each of the three options, the station at Waltham Abbey would convert from a day crewed arrangement *to an on call arrangement.*

Response Times

- Evidence provided in the consultation document shows that for all three options, the impact of these changes on response times would be minimal.

Impact on Council Tax

- Options 1 and 2 require increases in Council Tax of 0.8% and 2% respectively in order to achieve the savings and the prevention and protection budget.
- Option 3 can achieve the savings and the protection and prevention fund goals with no increase in Council Tax.

Greater Partnership Opportunities

- The Council already works closely with the Fire Service particularly in the areas of Community Safety and Contingency Planning. The establishment of a protection and prevention fund as well as the potential for Fire Service staff to take a greater role in prevention activities could provide opportunities for wider ranging collaborative work.

Further Information

The Fire Authority are inviting residents to attend a number of drop-in sessions across the County during the consultation period. The following may be of interest to EFDC Members;

- Harlow Library – Monday 29th February 2016, 2pm – 7pm
- Loughton Library – Thursday 3rd March 2016, 12pm – 5pm
- Waltham Abbey Library – Tuesday 8th March 2016, 12.30pm – 5.30pm

Overview and Scrutiny Work Programme – February 2016

Overview and Scrutiny Committee			
Item	Report Deadline / Priority	Progress / Comments	Programme of Future Meetings
(1) OS Annual Report 2014/15	9 June 2015	Final report went to the June 2015 meeting.	09 June 2015; 21 July; 20 October; 05 January 2016; 23 February; and 19 April.
(2) To receive an information item on 'Volunteering Through Time Banking'	21 July 2015	Received an information item from the VAEF time banking co-ordinator.	
(3) To meet with Essex County Council in respect of Children Services and on annual basis, with the attendance of the Director of Children's Commissioning.	19 April 2016	Recommendation taken from the Children Services Task and Finish Panel. Chris Martin last attended the November 2014 meeting. Deferment to 2016 agreed by O&S Committee on 21/7/15.	
(4) Six monthly review - (a) Monitoring of OS recommendations (b) OS work programme	20 October 2015	Last completed in October 2015	

(5) To review the strategic direction of Epping Forest College, its vision for the future and its relationship with the Community	20 October 2015	The deputy Principal of Epping Forest College addressed the October 2015 meeting. In September 2014, the Committee agreed that the Principal should be asked to address them on an annual basis.	
(6) To receive a presentation from Epping Forest Youth Council	5 January postponed to April 2016	Members of the Youth Council to attend with an update on their programme of work.	
(7) Key Objectives 2014/15	Outturn report went to the 9 June 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)	
(8) Corporate Plan Key Action Plan 2015/16	Progress reports to be considered on a quarterly basis.	Quarterly progress to be considered at meetings to be held in Oct. 2015 (Qtr. 1), Jan 2016 (Qtr. 2) and Feb 2016 (Qtr. 3).	
(9) Corporate Plan Key Action Plan 2016/17	Went to the 21 July 2015 meeting	The Key Action Plan process has been brought forward to align with the budget setting process. To be considered by Cabinet in October.	
(10) Barts Health NHS Trust	9 June 2015 & 23 February 2016	Ms L Hill-Tout the interim Managing Director of Whipps Cross came to the June meeting. It was subsequently agreed that a representative would come back to another meeting to update the Committee. February 2016 has been proposed.	

(11) Essex County Fire and Rescue Service	January 2016 Presentation of ECF&RS to be held as separate briefing for all members (27 January 2016)	To receive a presentation from the Fire and Rescue Service on the review of their service provision and on the consultation exercise. To ask the Essex CC Portfolio Holder to also attend.	
(12) Progress on 6 th Form Consortium (PICK submission)	October 2016	To review the progress of the new 6th Form consortium set up in the District in September 2015. To ask appropriate head teachers to the meeting. More appropriate for Sept. 2016 after a year of operation.	
(13) Constitution Review – O&S Procedure Rules	20 October 2015	Completed Review of O&S Constitution Article and Procedure Rules considered by the Constitution Working Group during September 2015 and agreed by the O&S Committee on 20 October 2015.	
(14) Youth Engagement Task & Finish Panel	23 February 2016 and 19 April 2016	Report from Leisure and Community Services Portfolio Holder or Assistant Director (Community Services & Safety) three months after completion of the scrutiny review, indicating whether recommendations from the review have been agreed or modified (23 February 2016). Portfolio Holder/lead officer to further report on progress with the implementation of such recommendations after six months (19 April 2016).	
(15) Management of Epping Forest	TBA	To arrange a visit from the Superintendent of Epping Forest, Paul Thomson and Judy Adams the Chairman of the Friends of Epping Forest on the present public consultation on the Forest Management Plan for 2017-2027	

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

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

(20) Housing Service Strategy on Harassment (3-Year Review)	November 2015	COMPLETED	
(21) Results of the STAR Triennial Tenant Satisfaction Survey	November 2015	COMPLETED	
(22) Housing Service Strategy on Empty Properties (3 Year Review)	January 2016	Scheduled for March 2016	
(23) Review of the approach to the Scheme Management Service to Sheltered Housing and Properties Designated for Older People	March 2016	This item will be re-scheduled for 2016/17	
(24) Report of the Tenant Scrutiny Panel on its Service Review of Tenant Involvement	June 2016	This item is now cancelled	
(25) Policy on HMO Licensing	January 2016	This item is now cancelled – agreed by the Cabinet	
(26) Housing Service Strategy on Rent Collection and Administration (3 Year Review)	January 2016	This item now forms part of the Rent Arrears Strategy	
(27) Housing Service Strategy on Home Ownership (3 Year Review)	March 2016	This item will be re-scheduled for a future year following review	
(28) Review of the future use of sheltered/grouped housing scheme sites	March 2016		
(29) Housing Service Strategy on Housing Advice (3 Year Review)	March 2016	This item will be re-scheduled for 2016/17	

(30) Housing Service Strategy on Under-Occupation (3 Year Review)	March 2016	This item now forms part of the Housing Management Service Strategy	
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**Governance Select Committee 2015/16
(Chairman – Councillor T. Church)**

Item	Report Deadline / Priority	Progress / Comments	Programme of Future Meetings
(1) Review of the Elections 7 May 2015	7 July 2015	Review of the processes for the General, District Council and Parish Council elections COMPLETED	07 July 2015; 06 October ; 01 December; 02 February 2016; 05 April
(2) Review of Public Consultations	7 July 2015	Annual Review COMPLETED	
(3) Key Performance Indicators 2014/15 – Outturn	Outturn KPI performance (Governance indicators only) considered at first meeting in each municipal year	Outturn KPI performance report for 2014/15 to be considered at meeting on 7 July 2015 COMPLETED	
(4) Key Performance Indicators 2015/16 – Quarterly Performance Monitoring	Quarterly KPI performance (Governance indicators only) considered on a quarterly basis	Quarterly KPI performance reports for 2015/16 to be considered at meetings on: 6 October 2015 (Q1) - COMPLETED 1 December 2015 (Q2) - COMPLETED 2 February 2016 (Q3) - COMPLETED	
(5) Proposed Governance Key Performance Indicators 2016/17	Draft indicator set KPI performance for 2016/17.	Proposed Governance KPIs for 2015/16 to be considered at meeting on 5 April 2016	
(6) Planning Appeals Performance	1 December 2015	To receive examples of recent appeals decisions issued by the Planning Inspectorate. COMPLETED	
(7) Development Management Chair and Vice Chair's Meeting	2 February 2016	To receive feedback from meeting (27 October 2015) of Chair and Vice Chair's of the Area Planning and District Development Management Committees - COMPLETED	

(8) Equality Objectives 2012-2016 – 6 monthly reporting	7 July 2015	Review 6 monthly performance: 7 July 2015 - COMPLETED 1 December 2015 - COMPLETED
(9) Proposed Equality Objectives 2016-2020	5 April 2016	Proposed Equality Objectives 2016-2020 to be considered at meeting 2 February 2016
(10) S106 Monitoring Report	6 October 2015	COMPLETED It is recommended that Future reports to be referred to District Development Management Committee for consideration. OSC has since recommended that these reports be referred to the Resources Select Committee.
(11) Planning Enforcement Report		This item has been referred onto the Resources Select Committee.
(12) Review the budget for the Chairman and Vice-Chairman of Council	1 December 2015	Referred from Council on 28 July 2015 to this select committee. Following discussion on 1 December 2015 to be referred to the Remuneration Panel - COMPLETED
(13) Annual Equality Information Report - 2016	6 October 2015	COMPLETED
(14) Development Management – Pre-Application Advice	2 February 2016	To receive details of the resource requirements for pre-application planning advice and opportunities for increased member involvement in the pre-application process - COMPLETED

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

(9) Feedback on the success of the Crucial Crew Initiative and learning points for future programmes	September 2015	Completed	
(10) Report on the outcome of Stage 1 feasibility study on the options for establishing a Museum, Heritage and Culture Development Trust	September 2015 TBA		
(11) Feedback on the success of the Summer Holiday Activity Programme and Learning points for the future programme.	November 2015	Received at the Nov. meeting	
(12) Feedback on the success of the Reality Roadshow initiative and learning points for future programmes.	January 2016		
(13) Report on the extensive new offer provided to visitors following the expansion and improvement of the Epping Forest Museum	March 2016		
(14) To receive regular updates on the current position of the Local Plan	Update to go to each meeting.	Committee to keep a watch in brief on the position of the District's Local Plan - (last went to Jan.'16 meeting)	
(15) To review the waste Contract and associated problems as put forward by the PICK form	September (Scoping) and 17 December 2015	To scope out the PICK form at the September meeting; one off review in December 2015; report to O&S and Cabinet	
(16) To receive a report on the 'prevent initiative' and radicalisation issues.	March 2016		

(17) To receive a presentation from the Council's area crime analyst on her work.	January 2016		
(18) The Assistant Director, Neighbourhood Services to attend a future meeting to address the problems of fly-tipping	Went to the November 2015 meeting		
(19) To review a PICK Form put forward By Cllr Neville on a default 20mph signed speed limit.	January 16	This item was passed to this Committee by the O&S Committee held on 20 October 2015. Scoped out at the Nov.15 meeting. ECC Officers came to the January meeting to explain the 20mph rules and regulations.	

**Resources Select Committee 2015/16
(Chairman – Councillor G. Mohindra)**

Item	Report Deadline / Priority	Progress / Comments	Programme of Future Meetings
(1) To review the specific quarterly KPI's for 2015/16	Quarterly	Progress reports to meetings: Q1 in October 2015; Q2 in December 2015; Q3 in February 2016	14 July 2015; 13 October; 14 December; 09 February 2016 and 12 April
(2) Key Performance Indicators 2014/15 - Outturn	Outturn KPI performance considered at the first meeting of each municipal year	Outturn KPI performance report for 2014/15 for July 2015 meeting.	
(3) Detailed Portfolio Budgets	Portfolio budgets considered on an annual basis jointly with the Finance and Performance Management Cabinet Committee.	Annual Review of portfolio budgets to be considered at joint meeting with the F&PM Cabinet Committee in January of each year.	
(4) ICT Strategy – progress Call handling for Oct. '15	Progress against ICT Strategy Considered on an annual basis.	Progress report considered at meeting on 13 October 2015, including call/response handling. A report on options following introduction of new telephony system.	

(5) Fees and Charges 2016/17	Proposed fees and charges for 2016/17 considered at October 2015 meeting	Proposed fees and charges considered on an annual basis each October
(6) Provisional Capital Outturn 2014/15	Provisional outturn for 2014/15 considered at July meeting.	Provisional Revenue Outturn considered on an annual basis at first meeting in each municipal year.
(7) Provisional Revenue Outturn 2014/15	Provisional Outturn for 2014/15 considered at July 2015 meeting.	Provisional Revenue Outturn considered on an annual basis at first meeting in each year.
(8) Sickness Absence Outturn	July 2015	To review the Sickness Outturn report for 2014 -15.
(9) Sickness Absence	Half-yearly progress reports for 2015/16 to be considered at December and April meetings.	Detailed progress against achievement of sickness absence targets reviewed on a six-monthly basis
(10) Medium Term Financial Strategy & Financial issues paper	October 2015	Received the financial issues Paper and Medium term financial strategy including 4 year General Fund forecast
(11) Quarterly Financial Monitoring	Oct. 2015; Dec. 2015; & Feb. 2016 April 2016	To receive quarterly financial monitoring Reports
(12) Apprentices & Graduates	December 2015	To receive a presentation on the Council's apprenticeship scheme and it's graduate scheme (updating report received in Dec).
(13) Planning Enforcement	October 2015	Received a review the Planning Enforcement team's work. Considering their processes and not specific cases.

(14) Shared Services Working	December 2015	To review any shared services working being carried out by EFDC. HR currently working with Colchester and Braintree Councils on a shared HR payroll system.	
(15) Facilities Management	October 2015	Received an updating report on the rationalising of the Council's Energy Bills.	
(16) Private Funding	December 2015	To consider any avenues of private funding available to EFDC.	
(17) Housing Benefit Fraud & Compliance	February 2016	Received a report in February 2016 on the fraud team's work.	
(18) Corporate Debt Processes	April 2016	To receive a report on the approach adopted to dealing with debts due to the Council.	
(19) Careline & Housing Related Charges	October 2015	Received a report on the proposed charging plan for Housing Related Support (HRS)	

Task and Finish Panels

Grant Aid Task and Finish Panel 2015/16 (Chairman – Councillor C. P. Pond)

Item	Report Deadline / Priority	Progress/Comments	Programme of Future Meetings
(1) Terms of reference, scoping report and work programme.	Final report to be made to the Overview and Scrutiny Committee in April 2016.	Workload commitments within Community Services & Safety mean that the January 2016 timescale for the final report of the Panel could not be met. The Panel will not be able to produce a final report for the 2016/17 budget setting process and this will therefore be deferred until 2017/18. Final report of the Panel to be made to the Overview & Scrutiny Committee on 19 April 2016.	14 January 2015; 2 March; 31 March; 16 April; 20 July; 28 September; 29 October 15 February 2016 14 March

**Youth Engagement Task and Finish Panel 2015/16
(Chairman – Councillor S. Murray)**

Item	Report Deadline/Priority	Progress/Comments	Programme of Meetings
(1) Terms of reference, scoping report and work programme.	Terms of reference and work programme to be considered at initial meeting and referred to the June, Overview and Scrutiny Committee for adoption.	<p>Completed Final report went to the Overview and Scrutiny Committee in October 2015.</p> <p>Progress reports on implementation of recommendations to be made to the Committee in February and April 2016 in accordance with the O&S rules of the Constitution.</p>	<p>20 April 2015; 18 May; 22 June; 08 July; 11 August; 14 September</p>

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**Epping Forest
District Council**

THE KEY DECISION LIST

INCLUDING PROPOSED PRIVATE DECISIONS

(19 January 2016)

The Key Decision List including Proposed Private Decisions

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

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

Key Decisions

The Council's Constitution defines key decisions as:

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

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

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

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

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

Private Decisions

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

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

Corporate Aims & Key Objectives 2015/16

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

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

Cabinet Membership 2015/16

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

Contact Officer

Gary Woodhall
Senior Democratic Services Officer

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Email: gwoodhall@eppinigforestdc.gov.uk

WORK PROGRAMME - 19 JANUARY 2016 TO 19 APRIL 2016**PORTFOLIO - LEADER**

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Greater Essex Devolution	Update on the latest position concerning Devolution for the Greater Essex area.	Yes	4 February 2016	Cabinet		Glen Chipp 01992 564758	
Transformation Project	To consider the first business cases for the Transformation Programme.	Yes	3 March 2016	Cabinet		Glen Chipp 01992 564758	
Council Constitution	To approve the new Constitution for the Council	Yes	26 April 2016	Council		Simon Hill 01992 564249	Agenda & Minutes of the Constitution Working Group

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
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WORK PROGRAMME - 19 JANUARY 2016 TO 19 APRIL 2016

PORTFOLIO - FINANCE

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ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Council Budget 2016/17	The Budget setting process for 2016/17, including:	Yes				Bob Palmer 01992 564279	
	1...Financial Issues Paper		20 July 2015	Finance and Performance Management Cabinet Committee			
	2...Fees & Charges		12 November 2015	Finance and Performance Management Cabinet Committee			
	3...Draft Budget Lists		21 January 2016	Finance and Performance Management Cabinet Committee			
	4...Executive Approval		4 February 2016	Cabinet			
	5...Final Approval	16 February 2016	Council				
Corporate Risk Updates 2015-16	Quarterly update of the Corporate Risk Register	Yes	21 January 2016	Finance and Performance Management Cabinet Committee		Bob Palmer 01992 564279	
			4 February 2016	Cabinet			
Local Council Tax Support Scheme 2017/18	Review of the Scheme for 2017/18:	Yes				Janet Twinn 01992 564215	
	1...Consider amendments		21 July 2016	Cabinet			
	2...Finalise Scheme		1 December 2016	Cabinet			
	3...Approve Scheme	15 December 2016	Council				

WORK PROGRAMME - 19 JANUARY 2016 TO 19 APRIL 2016

PORTFOLIO - ENVIRONMENT

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Review of the Waste Management Contract	To consider the Scrutiny review of the new Waste Management Contract and any recommendations therein.	Yes	3 March 2016	Cabinet		Kim Durrani 01992 564055	
Waste and Recycling	Update to Waste & Recycling Policies	Yes	3 March 2016	Cabinet		Kim Durrani 01992 564055	None
Contaminated Land	To agree a programme of inspection & budget allocation for the investigation of potential contaminated land sites within the District.	Yes	3 March 2016	Cabinet		Kim Durrani 01992 564055	Contaminated Land Strategy

WORK PROGRAMME - 19 JANUARY 2016 TO 19 APRIL 2016

PORTFOLIO - HOUSING

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Affordable Housing Policy	To agree the Council's approach to the mixture of affordable housing on S106 sites.	Yes	15 January 2016	Housing Portfolio Holder		Alan Hall 01992 564004	
"Invest to Save" Proposal	To agree the future use of the "Invest to Save" funding for the provision of rental loans and rental deposits.	Yes	4 February 2016	Cabinet		Roger Wilson 01992 564419	
Phase II - Council Housebuilding Programme	To approve the tender for works for Phase II of the Programme at Burton Road, Loughton.	Yes	19 January 2016	Council Housebuilding Cabinet Committee		Paul Pledger 01992 564248	
Phase III - Council Housebuilding Programme	To consider options for the procurement of the works contractor.	No	19 January 2016	Council Housebuilding Cabinet Committee		Paul Pledger 01992 564248	
Norway House Chalets	To consider a feasibility study for the redevelopment of the site at Norway House, North Weald, currently occupied by temporary chalets.	No	1 February 2016	Council Housebuilding Cabinet Committee		Paul Pledger 01992 564248	
Purchase of Street Properties	To agree the purchase of individual street properties from existing HRA budgets.	Yes	12 February 2016	Housing Portfolio Holder		Paul Pledger 01992 564248	
Off Street Parking Programme 2016/17	To approve the Programme for 2016/17	Yes	3 March 2016	Cabinet		Paul Pledger 01992 564248	
Council Housebuilding Programme Annual Report	Annual report on progress and costs.	Yes	3 March 2016	Cabinet		Alan Hall 01992 564004	

Replacement of Council Owned Sewage Treatment Plants	To agree the approach for replacement, given that the Plants are past their life expectancy.	Yes	3 March 2016	Cabinet		Sue Stranders 01992 564197	
Housing Development Strategy	To approve the updated Housing Development Strategy	No	3 March 2016	Cabinet		Paul Pledger 01992 564248	
HRA Financial Plan	To adopt an approach to ensure that the HRA does not fall into deficit	Yes	9 June 2016	Finance and Performance Management Cabinet Committee		Alan Hall 01992 564004	
Sheltered Housing Service	To agree the future approach to the Service.	Yes	1 September 2016	Cabinet		Roger Wilson 01992 564419	

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Museum Development Trust	To receive a report on the findings of the Museum Resilience Proposal and consider the feasibility of establishing a Museum Development Trust.	Yes	3 March 2016	Cabinet		Julie Chandler 01992 564214	

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
NEPP - Off Street Parking	To consider the costs, procurement strategy and associated timeline for the provision of Off Street parking arrangements in the District.	Yes	3 March 2016	Cabinet		Kim Durrani 01992 564055	

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Facilities Management Capital and Revenue Requirements	To approve Capital & Revenue funding for projects necessary to maintain the building fabric and systems.	Yes	6 October 2016	Cabinet		David Newton 01992 564580	Facilities Management Planned Maintenance Programmes 2014/15 to 2017/18.

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Epping Forest Shopping Park	To agree the award of the contracts for the Main Build and Section 278 works.	Yes	11 January 2016	Cabinet	YES, paragraph (3)	Derek Macnab 01992 564050	Report by Colliers International Previous reports to the Cabinet
Developments and Parking at Vere Road, Loughton	To agree a co-ordinated approach to the provision of affordable housing developments and public car parking in Vere Road.	No	11 February 2016	Asset Management and Economic Development Cabinet Committee		Alan Hall 01992 564004	
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	3 March 2016	Cabinet		Derek Macnab 01992 564050	

WORK PROGRAMME - 19 JANUARY 2016 TO 19 APRIL 2016

**PORTFOLIO - GOVERNANCE & DEVELOPMENT
MANAGEMENT**

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Equality Scheme & Equality Objectives 2016-20	To review the Equality Scheme & agree the Equality Objectives for 2016-20	Yes	3 March 2016	Cabinet		Barbara Copson 01992 564042	None
Affordable Housing Viability Appraisals	To approve local Planning Guidance for applicants on the Council's requirements for the submission of viability appraisals relating to affordable housing	Yes	4 March 2016	Governance and Development Management Portfolio Holder		Alan Hall 01992 564004	None