



Overview and Scrutiny Committee Tuesday, 28th February, 2017

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, 28th February, 2017
at 7.30 pm .**

**Glen Chipp
Chief Executive**

**Democratic Services
Officer:**

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Members:

Councillors M Sartin (Chairman), L Girling (Vice-Chairman), N Avey, N Bedford, R Brookes, D Dorrell, S Kane, Y Knight, A Mitchell, S Murray, S Neville, A Patel, B Rolfe, G Shiell, D Stallan, B Surtees and D Wixley

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

WEBCASTING NOTICE

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

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

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

If you have any queries regarding this, please contact the Public Relations Manager on 01992 564039.

1. WEBCASTING INTRODUCTION

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

2. The Chairman will read the following announcement:

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

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

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

2. APOLOGIES FOR ABSENCE

3. SUBSTITUTE MEMBERS

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

4. MINUTES (Pages 7 - 18)

To confirm the minutes of the meetings of the Committee held on 19 December 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. SCRUTINY OF EXTERNAL ORGANISATIONS - EPPING FOREST COLLEGE (Pages 19 - 38)

(Director of Governance) to consider the attached report and undertake appropriate external scrutiny of Epping Forest College.

7. EXECUTIVE DECISIONS - CALL-IN

(Director of Governance) To consider any matter referred to the Committee for decision in relation to a call-in.

Officers were aware that a call-in was in the process of being made and this will be circulated (as a supplement) as soon as it had been submitted to Democratic Services.

8. CORPORATE PLAN KEY ACTION PLAN 2016/17 - PROGRESS (Pages 39 - 62)

(Director of Governance) to consider the attached report.

9. SCRUTINY OF EXTERNAL ORGANISATIONS - CENTRAL LINE SERVICES (Pages 63 - 66)

(Director of Governance) to consider the attached report.

10. SCRUTINY OF EXTERNAL SERVICES LOCAL HIGHWAYS SERVICES AND INFRASTRUCTURE (Pages 67 - 68)

(Director of Governance) to consider the attached report.

11. SCRUTINY OF EXTERNAL ORGANISATIONS - PRINCESS ALEXANDRA HOSPITAL (Pages 69 - 70)

(Director of Governance) to consider the attached report.

12. FORWARD PLAN OF KEY DECISIONS - REVIEW (Pages 71 - 88)

(Director of Governance) The Cabinet's forward plan of key decisions is reviewed by the Committee at each meeting, to provide an opportunity for scrutiny of specific key decisions to be undertaken over the period of the plan.

Wherever possible, Portfolio Holders will be in attendance at meetings of the Committee to present their forthcoming key decisions, to answer questions on the forward plan and to indicate where appropriate work could be undertaken by overview and scrutiny on behalf of the Cabinet.

13. WORK PROGRAMME MONITORING (Pages 89 - 108)

(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 developed as required, to ensure that the work flow of overview and scrutiny is continuous. When necessary, the Committee will allocate items from the list appropriately, once resources become available in the work programme, following the completion of any ongoing scrutiny activity.

Members can put forward suggestions for inclusion in the work programme or reserve

list through the adopted PICK process. Existing review items will be dealt with first, after which time will be allocated to the items contained in the reserve work plan.

(c) New Work: PICK Form

Decision Required:

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

14. GOVERNMENT INQUIRY INTO OVERVIEW AND SCRUTINY (Pages 109 - 110)

(Director of Governance) to consider the attached report.

15. PUBLIC QUESTIONS & REQUESTS TO ADDRESS THE OVERVIEW AND SCRUTINY COMMITTEE

(Director of Governance) To receive questions submitted by members of the public and any requests to address the Committee.

(a) Public Questions

Members of the public may ask questions of the Chairman of Overview and Scrutiny Committee at ordinary meetings of the Committee, in accordance with the procedure set out in the Council's Constitution.

(b) Requests to address the Overview and Scrutiny Committee

Any member of the public or a representative of another organisation may address the Overview and Scrutiny Committee on any agenda item (except those dealt with in private session as exempt or confidential business), due to be considered at the meeting.

16. EXCLUSION OF PUBLIC AND PRESS

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

Agenda Item No	Subject	Exempt Information Paragraph Number
Nil	Nil	Nil

The Local Government (Access to Information) (Variation) Order 2006, which came into effect on 1 March 2006, requires the Council to consider whether maintaining the

exemption listed above outweighs the potential public interest in disclosing the information. Any member who considers that this test should be applied to any currently exempted matter on this agenda should contact the proper officer at least 24 hours prior to the meeting.

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

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

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

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

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

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EPPING FOREST DISTRICT COUNCIL OVERVIEW AND SCRUTINY MINUTES

Committee:	Overview and Scrutiny Committee	Date:	Monday, 19 December 2016
Place:	Council Chamber, Civic Offices, High Street, Epping	Time:	7.30 - 9.50 pm
Members Present:	Councillors M Sartin (Chairman) L Girling (Vice-Chairman) N Avey, N Bedford, R Brookes, D Dorrell, L Hughes, S Kane, S Neville, A Patel, B Rolfe, D Stallan, B Surtees and D Wixley		
Other Councillors:	Councillors R Baldwin, W Breare-Hall, J Philip, S Stavrou, G Waller, C Whitbread and J H Whitehouse		
Apologies:	Councillors Y Knight, S Murray and G Shiell		
Officers Present:	D Macnab (Deputy Chief Executive and Director of Neighbourhoods), S Tautz (Democratic Services Manager), A Hendry (Senior Democratic Services Officer), S Kits (Social Media and Customer Services Officer) and G J Woodhall (Senior Democratic Services Officer)		
By Invitation:	M Hart (Transport for London) and C Taggart (Transport for London)		

33. 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.

34. SUBSTITUTE MEMBERS

It was reported that Councillor L Hughes was substituting for Councillor G Shiell.

35. MINUTES

RESOLVED:

That the minutes of the last Committee meeting held on 25 October 2016 be signed by the Committee as a correct record subject to altering the text in minute item 31 to read '*her*' when it refers to '*him*' when speaking about the new principal of Epping Forest College.

36. DECLARATIONS OF INTEREST

- (a) Councillor B Surtees declared a non-pecuniary interest in the following item of the agenda by virtue of being the Chaplin for Princess Alexandra Hospital NHS Trust. He advised that his interest was not prejudicial and he would remain in the meeting for the duration of the item and consideration thereon:

- Item 12 - Scrutiny of External Organisations

(b) Councillor L Girling declared a non-pecuniary interest in the following item of the agenda by virtue of being a former employee of Transport for London. He advised that his interest was not prejudicial and he would remain in the meeting for the duration of the item and consideration thereon:

- Item 6 - Transport for London - Central Line Services and Infrastructure

(c) Councillor D Stallan declared a non-pecuniary interest in the following item of the agenda. He advised that his interest was not prejudicial and that he would remain in the meeting for the duration of the item and consideration thereon:

- Item 6 – Transport for London – Central Line Services and Infrastructure.

37. TRANSPORT FOR LONDON - CENTRAL LINE SERVICES AND INFRASTRUCTURE

The Committee welcomed two officers from Transport for London, Chris Taggart the General Manager (Central Line) and Mark Hart the Stakeholder Engagement Manager (Bakerloo, Central and Victoria Lines). Mr Taggart explained that he was the leader of the operational team that carried out the day to day management of the Central Line, including Station Staff and Drivers. Mr Hart explained that it was his job to notify any stakeholders of any activity on the rail lines, or noise or if he had information to impart on station closures etc. It was his job to notify people on upcoming works or problems.

The TfL officers had received advanced notice of the topics and any questions that the Committee wanted to cover at this meeting and made the following statements in relation to the comments/questions members had raised:

- (a) *Current levels of staffing on local Central Line stations, particularly with regards to ticket offices* – only about 3% of journeys started at the ticket office, most of them were undertaken by the use of oyster cards. The staffing levels depended on how big the station was and on the time of day. Staffing levels were also set by the Mayor for London.
- (b) *Extension of all-night services on the Central Line, currently operating as far as Loughton Station on Fridays and Saturdays to Epping* – there were currently no plans to extend this to Epping. Night trains have now been running for several months and in the New Year this service would be reviewed. Stopping at Loughton allows them to turn the trains around and as there was a smaller fleet available during the night, a quick turn around was needed. British Transport Police have reported that the night tube has been a success.
- (c) *The impact of the suspension of local Central Line services at weekends, to facilitate maintenance programmes* – they have been doing this for maintenance work over the last 12 months and plan to continue doing this two or three times more over the coming year. This was part of their regular maintenance programme and they were also changing the way they maintained the railway so that there would be fewer closures.
- (d) *The frequency of Central Line Services eastbound to Epping* – they had introduced a new timetable on the Central Line in August trying to balance as best they could the service over the Central Line Services as a whole. They knew that over 10 times more customers used the Epping branch than the Hainault loop, so the recent timetable change redirected more trains to run to Epping, with more trains in the morning to bring customers into London during the rush hour.

- (e) *The split of Central Line services operating eastbound from Leytonstone Station and the perception that fewer services run through to Epping than to Hainault* – this was generally an issue in the evening peak with trains going to Epping and round to Hainault the demand at this time was roughly 50/50 and so their services were roughly 50/50. They did get complaints from both branches saying more trains were going the other way. Although with a depot at Hainault it may be that at certain times of the day you may get more trains going one way.
- (f) *The frequency of Central Line services for Chigwell and Roding Valley Stations, via the Hainault Loop from Leytonstone Station to Woodford* – this was a similar problem trying to match demand to available resources, trying to operate a regular service around the Hainault route. They were trying to achieve a regular 20 minute service involving a shuttle service between Woodford and Hainault, supplemented by some through trains. This was their general plan for the loop service.

There had been a supplementary question sent in asking “if TfL would review its decision to reduce service levels on the Roding Valley to Grange Hill ‘loop’ of the Central Line” – there was a new timetable that would come in around October 2017 and they would look to this to sort out any problems encountered so far. They recognised concerns of customers from Roding Valley, Grange Hill and Chigwell and would be looking at the timetable to see if they could off-set any negative impact as a result of the last timetable. However, they did have limitations on what they could do. What drove the timetable was to rebalance the service. They had 78% of trains on the Epping Branch where there were 92% of customers, and were trying to address this imbalance. Once the new timetable came in they could provide an update.

There were 85 trains on the Central Line and they needed 78 at peak times. They were in the middle of a heavy overhaul of the trains, which happened every 15 years, which entailed taking one train out of service at any one time, and this was a two year programme when they would change the motors from DC to AC, which were more reliable. If they had more trains they would run them, but now they could only respond as best they could.

- (g) *The provision of public toilet facilities at local Central Line stations* – all stations had toilet facilities; open at different times of the day. They were sometime taken out of use for maintenance or through vandalism. There was a current map displaying toilet facilities, but that was out of date and was currently being reviewed. It should be ready in early 2017, but it did not show their opening times.
- (h) *The provision of Wi-Fi access in underground sections of the Central Line and at local stations* – all their stations now have Wi-Fi but it could not be received in the tunnels and there were currently no plans to extend it. It should be noted that staff also used the Wi-Fi within the stations and would let them know when there were any problems. Currently there were seven stations that did not have any Wi-Fi and on the Central Line these were Tottenham Court Road and Bond Street, but these were being upgraded presently.
- (i) *The extension of car park facilities at local Central Line stations, particularly in view of previous proposals of Transport for London for additional car parking capacity at Epping Station* – this issue had also been raised in the consultation for the Local Plan. There was a separate team in TfL that looks after the Car Park arrangements. In regards to Epping, they are looking at improving car parking

provision there and were currently reviewing their options. They have undertaken some ground investigations, drilling bore holes, to give an idea of what kind of structure they could build at the station. They were still awaiting a final report and expected this early in the new year, after that they will be in a better position to tell us more.

- (j) *The management of car parks at local Central Line stations and of the public areas in the vicinity of the stations* – there was clear signage to identify the car park management contractor and telephone numbers for customers to use. Also station staff know the contact details and can inform customers. They were not aware of any specific issues and if any were raised they could take them back.

This completed the operational issues that they were asked to talk about. The meeting was then opened up to questions from the floor.

Councillor Patel noted that 75 trains were needed at the peak of operation and that there would be a new timetable coming out in October 2017. What sort of consultation will they be having with residents on this? And secondly, if demand was increased on the loop could they quantify how much or how the frequency of the trains could be increased and would that be based on an increase in population. He was told that they had a detailed data on how the customers used their services and had also spoken to their customers at Chigwell and at Roding Valley and had got a good idea of what they wanted. They were unsure as yet if they could increase the number of trains in the morning period and were presently looking into this.

Councillor Neville noted that Roding Valley was poorly serviced by public transport; there was a bus service that runs once an hour and also the 'loop' which is a lot less frequent, which was one of the reasons that people did not use it. How many trains were through trains that go past Woodford, how many stopped at Woodford and how much consultation was there with the bus services? He was told that there were three through trains in the morning and they would like to promote the through service to Hainault, if customers wanted a seat then that would be the way to go. And, they did liaise with their colleagues who ran the bus services. They had enhanced the night bus services to help with the night tube service. They would take back his concerns on transport provision for the loop.

Councillor Girling noted that we were not like the London Boroughs and that as a rural district we were out of the stakeholders engagement loop. Was there some way we could be made part of a Working Group or Stakeholders Group to keep us informed and in the loop on any consultations taking place. The TfL officers remarked that that was a reasonable aspiration and they would take it back as a suggestion. They had a team called 'Borough Partnerships' who looked after London authorities and would feed this back to them. It was noted that TfL was currently undergoing a review on how they liaised with other authorities to try and simplify it. Councillor Girling noted that we had 8 Central Line stations here much more in comparison to some London Boroughs. He would like to think that communications had been enhanced due to this meeting. Mr Hart added that they generally did not consult on operational matters, although they could engage and can and will talk to communities on what they planned to do, more so than they did last time.

Councillor Stallan asked why the ability to purchase Oyster Cards was not more available to rural communities; and could they use other kinds of shops to sell them as there seems to be only one such shop in the CM16 postal code area. The TfL officer replied that their ticket machines could now vend Oyster cards and that one third of their customers now used contactless payment. They have had this enquiry

before and noted that any shop could apply to sell these cards. They would follow up on this.

Councillor Avey commented that he had used the Central Line for about 30 years and knew it well; he wondered if it would be possible to have Wi-Fi throughout the line so passengers could get update on the service and to enable the drivers to have real time updates on the state of the lines. Also, there was a lack of toilets on the Central Line, could they look at the possibility of people paying to use the facilities on platforms. The TfL officers sympathised with him, but noted that the Central Line was quite well served with facilities, but they were often vandalised and misused. When they close the toilets in the early evenings it was usually in response to this kind of misuse. It was a constant battle to keep them open.

Councillor Wixley asked that as the trains had to work harder, now that there was a night time service, did they need more maintenance. He was told that it was a relatively small increase in mileage but they did consider the maintenance aspects. They were always balancing the need to run a service and the need for maintenance.

Councillor Bedford asked if there was any chance they could straighten the track out between Loughton and Epping because it was an “absolute bone shaker”. What could you do to sort out the quality of the tracks? Could it be done? He was told that the track was in good condition, and they had used a ‘tamping machine’ to manage the tracks. However due to recent problems they have not used one on the Central Line recently; but have now got one running on this line, correcting some of that ride quality. They have another special machine, a ‘rail grinder’ to smooth out the rail lines themselves. They will look at this stretch of line and see what can be done.

Councillor Surtees wondered if toilet facilities could be made available for people from the outside, especially for disabled people. The officers were unsure how many disable toilets they had. However, members of the public could ask station staff if they could use the station’s facilities and they should be allowed to.

Councillor Kane asked what the term ‘capacity’ meant in terms of the Underground. He was told that it could mean a number of things such as the number of carriages, or trains or passengers. It could also have something to do with the signalling systems. They could operate up to 33 trains per hour and were at their limit at present, even if they had more trains.

Councillor Brookes commented that it was difficult, at non peak times, to find members of staff, especially late at night. The TfL officers said that this had been fed back to them. They try and make staff visible at all times, but sometimes at small stations there would be only one member of staff. They were looking to improve this at present; they needed a focal point for their customers.

Councillor Brookes went on to ask if a service was late could customers be automatically refunded if they had season tickets. She was told that they could not at present, but they could go online and put in a claim.

Councillor Brookes noted that it was difficult to get accurate information when things went wrong; passengers were not as fully informed as they could be. The TfL officers accepted this; it was a common cause of complaint. Communication was a big issue for them and they accepted that they needed to be better at this. They needed to get information from the central offices out to outlying stations.

The TfL officers then went on to talk about the strategic issues for the Central Line as set out in the comments and questions raised before the meeting.

- (k) *The provision of resources for the enhancement of the infrastructure of the Central Line, in terms of increasing user capacity and the proposals contained in the consultation draft of the new Local Plan for Epping Forest District* – the officers noted that they have been part of the consultation process and had responded to it. Central Line capacity should not be a deterrent to the growth set out in the draft Local Plan. There had been issues about the reliability of the trains, and they have tried to balance this out with the new timetable. But, with the opening of the new Elizabeth Line in 2018/19, this would increase the capacity for the Central Line with some customers using this new line. They were currently embarked on a heavy maintenance programme and a Central Line improvement programme. This would provide new motors for the trains giving a more modern and reliable system. Work was due to commence in 2018 and would last for about three years. They did have continued investment in trying to improve the reliability of Central Line services.
- (l) *Ongoing concern of the council with regard to platform access at local Central Line stations for people with disabilities* – this also concerned Councillor Neville's questions about Buckhurst Hill Station and the £200million the Mayor for London had allocated to the provision of step free access in the next five years – TfL were planning to deliver 30 new step free stations over the next five years and are currently working through which stations these would be. Newbury Park will be one of these stations that they will be considering. There will also be a feasibility study on the opening of part of the Lower Queens Road entrance at Buckhurst Hill Station and Councillors could be provided with a copy of this study.
- (m) *The position with regard to the rectification of signalling breakdown that adversely affects Central Line services on a regular basis. Particularly given the significant investment made by Transport for London in signalling infrastructure* – the Central Line has very reliable automated signalling systems; but when it goes wrong it can go badly wrong especially when you have such a tight timetable as they had. However the systems were generally very good and reliable on the Central Line.
- (n) *The age of the rolling stock currently in use on the Central Line, particularly with regard to issues pertaining to the operation of automatic doors and unacceptably high temperatures in carriages* – there were a number of weak spots on the Central Line Trains but the doors were not one of them. Although the door are vulnerable due to numerous items left on trains that stopped the doors from working properly, jamming up the door runners. This was difficult to overcome. The Central Line was also hot in the summer and some sections ran quite deep underground. They have done a number of things to the trains to try and alleviate the temperatures in the summer, such as tinting the windows and adding white roofs to reflect some of the sunlight; they have also improved the ventilation in the carriages. A lot of small but combined improvements have been put in to improve the carriage temperatures.
- (o) *The introduction of new and air-conditioned rolling stock* – TfL were working on this at present, the following lines were currently being upgraded – Piccadilly Line, Bakerloo Line the Waterloo and City Line – which are all part of this project. Part of this is to buy in new trains and new signalling as they go together. The Piccadilly Line will go first which will give it a 60% increase in capacity.
- (p) *The possible reinstatement of Central Line services between Epping and Ongar, as proposed by Boris Johnson, the former Mayor of London* – the TfL officers were not sure if it was Mr Johnson that had proposed this. There had been some

questions on this but there were no current plans to extend the line. They will engage with Essex County Council on a possible feasibility study on this proposal. There was some history on this with the Epping Ongar railway who were currently looking into having a platform in Epping near to the Underground platform to enable passengers to join the network. They are in discussion with the Office of the Rail Regulator about this at present. TfL challenge in this was that they did not own that infrastructure any longer. But currently there were no plans to extend the central line north of Epping.

- (q) *The current CCTV coverage of public areas in the vicinity of local Central Line stations and plans for the extension of such coverage* – the CCTV system installed between 2000 and 2010 will be replaced starting around 2018 as they have come to the end of their useful lives. The new system will be digital and will have better integration with the other CCTV systems.

Councillor Sartin noted that as a Local Authority we had a fully comprehensive CCTV system and it would be useful to see if they could be integrated in some way.

The Chairman then took any follow up questions from members in attendance.

Councillor Neville asked about the £200 million funding for step free access, was it match funded by Local authorities or would TfL pay for it all? He was told that they did not as yet know how it would work. They would get back to about this.

Councillor Avey noted that a big problem was door issues that took trains out of service, was there a solution for this? And when they got their new trains would they put safety barriers on the platforms? He was told that the doors were quite reliable but susceptible to items getting stuck in their runners. They have a safety circuit on the trains and if this was broken the doors would not close. It must operate for the safety of the trains. The new trains were more effective on this. As for safety barriers on platforms this is dependant on having an automated railway line and it may be that the Central Line would end up with 'platform edge doors' when the line was upgraded.

Councillor Girling commented that the new Elizabeth Line had the potential to hive off some of the capacity to this line. London 2012 was a success for TfL and other stakeholders in part because the projected capacity problem was spread over different lines and different ways of travelling, we have other lines around our district but he was not convinced that people would be prepared to go out that far. Also some of the over-ground lines were more expensive than the London Underground. As a way forward was there a way of levelling out these fees so it was not a barrier for people and they could consider using these alternative means to travel. He was told that fares were a matter for the Mayor's office; and although the Elizabeth Line would have an impact it was not yet known how much of an impact that would be.

Councillor Sartin noted that the range of an Oyster Card will be extending out to Broxbourne. People now travel in from Harlow to Epping to get on the Central Line, do you now where the Oyster Card will be going out in the future and what would now happen to those routes. She was told that the future of the Oyster Card would depend on TfL having control of those routes as part of London over-ground and the pricing structure would also depend if they operated those services.

Councillor Bedford asked if the zoning structure would be looked at again to try and level it out a bit more. The TfL officers were not aware of any plans to do this.

Councillor Wixley asked about the Draft Local Plans for Epping and Redbridge, what would be the effect of building near the stations and the consequential knock on affects for passenger numbers. He was told that it was difficult to comment until they started to see the impact of the Elizabeth Line. In the long term there will be new trains and new signalling systems with this new line. But the trains will be busier for longer; there was no magic pill to cure this.

Councillor Breare-Hall picked up on the capacity issue noting that it was very busy during the rush hour periods but during the day, the lines were very empty. Was there any way to encourage passengers to travel outside the peak hours? He was told that they did try to get people to travel outside those times; the latest initiative was show via advertising just how crowded the trains were at peak times. This did work for short periods and also worked very well in central areas with tourists and visitors.

Councillor Waller said that he had attended a meeting some months ago of local authorities along the Central Line, it was suggested that improvements might be introduced to increase capacity at peak periods by 10% and that would be about the limit, but our Local Plan suggests that the population would increase by more than that. Was that figure of 10% something that they would recognise? He was told that the figure of 10% did not ring a bell but there were a number of things that they could do, such as making the train better, creating more space and increase capacity using the signalling system. They were currently concentrating on reliability of the service and keeping the trains to time etc.

The Chairman then asked former Councillor and Chairman of the Council Stan Goodwin to ask his question.

Mr Goodwin said that he had worked on London Transport for 40 years as a guard and driver. He had experienced the sort of problems they were now experiencing over his years in the job but was now concerned about how the service was developing and the problems that were happening. Why were there so many trains to Epping and so few on the loop? The new timetable was even worse, making the trains more crowded. He also expressed concern about the number of people coming to Epping and Theydon Bois to park and get on the trains there. There needed to be a survey of the area before the next timetable was put in place. The TfL officers said that this was something that they did a lot of work on, such as the volume of people that travelled etc. they have trialled reversing trains to Debden a few years ago, but this required more staff and time. It worked better from Loughton. The other restricting factor was the number of trains they had available they did their best to balance the timetable but valued any feedback.

The Chairman thanked the two TfL officers for their comprehensive responses to our questions and noted that if any other points came up after the meeting we would let them know. Also if there was any possibility of setting up a working group to liaise with TfL we would be very interested. She looked forward to having them return some time in the future.

38. PUBLIC QUESTIONS & REQUESTS TO ADDRESS THE OVERVIEW AND SCRUTINY COMMITTEE

It was noted that there were no public questions or requests to address the committee.

39. EXECUTIVE DECISIONS - CALL-IN

There were no call-in of decisions to be considered.

40. FORWARD PLAN OF KEY DECISIONS - REVIEW

The Committee considered the Cabinet's Key Decision List for October 2016 they noted that there was a legal requirement for local authorities to publish a notice in respect of each Key decision that it proposed to make, at least 28 days before that decision was made. The Committee were invited to identify any particular issues which were of concern.

Leader Portfolio

Councillor Neville asked if there would be a member briefing on the Council Offices Review. Councillor Whitbread replied that reports went to the Cabinet on a monthly basis and scrutiny may also be asked to look at this.

Planning Policy Portfolio

Councillor Sartin asked who would be taking responsibility for this area during the Assistant Director's absence. Councillor Philip said that he would be taking the responsibility as Portfolio holder and will also be making use of Alison Blom-Cooper.

41. CORPORATE PLAN KEY ACTION PLAN 2016/17 - QUARTER 2 PROGRESS

The Committee received the report on the Council's Corporate Plan, setting out the council's priorities over a five year period from 2015/16 to 2019/20. These priorities or Corporate Aims were supported by Key Objectives. The Key Objectives were delivered by an annual action plan, with each year building upon the progress against the achievement of the Key Objectives for previous years.

The Chairman noted that these results were for quarter 2 and that although we were now past quarter 2, the committee should review these results even though they had already been seen by the various Select Committees.

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.

There were 49 actions in total for which progress updates for Q2 was as follows:

- 29 (59%) of these actions have been 'Achieved' or are 'On Target'
- 14 (29%) of these actions are 'Under Control'
- 2 (4%) are 'Behind Schedule'
- 4 (8%) are 'Pending'

Aim (i)(a) (2) – progress preparations for delivery savings for 2016/17 – Councillor Sartin queried if this should be classed as pending as opposed to on target as it was not yet due.

Aim (i)(b) (3) – Relocate the Housing repairs Service from the Epping depot to suitable alternative premises - Councillor J H Whitehouse asked what was the delay in doing this and the effect it would have on the St. John's development. Councillor Whitbread said that they had now completed the purchase of the school site from

Essex County Council and had made provision for the planning application for the depot site in North Weald. They were still awaiting the planning application for St John's site, but he could not see any delays to that at present.

Aim (ii)(c) (5) - ...investigate the possible establishment of a Museum Heritage and Culture Development Trust – Councillor Sartin asked where we were with this at present. Mr Macnab replied that they had made an appointment to the commercial manager's post and were due to appoint the public engagement officer as well. Work was progressing on the development of the trust and they hoped to have it completed by March 2018.

42. OVERVIEW & SCRUTINY COMMITTEE WORK PROGRAMMES 2016/17 - REVIEW

(a) Overview and Scrutiny Committee

The Committee considered their work programme and noted the progress to date.

Item 3 – ECC Local Highways Services and infrastructure – the committee noted that officers were still working with the County Council to arrange their attendance for the February meeting. Members will be asked at the 30 January 2017 meeting to develop suitable lines of questioning for the Highways Services.

Select Committees

Governance Select Committee

Councillor Avey noted that there was the possibility that the Select Committee was also going to speak to the Highway services but this would have been in connection with their responses to planning applications.

(b) Reserve Programme

Item 5 – Princess Alexandra Hospital Services – noted that this was a separate item on this agenda.

43. SCRUTINY OF EXTERNAL ORGANISATIONS

The meeting noted that the Princess Alexandra Hospital (PAH) NHS Trust had been invited to attend a future meeting of this Committee to respond to the concerns of the Care Quality Commission (CQC). The Trust had confirmed that its Chairman and Chief Executive would attend an extraordinary meeting of the Committee to be held on 30 January 2017.

The Committee was therefore requested to consider and agree any appropriate lines of questioning to be raised with the Trust in order that prior notice of the scope of the questions likely to be raised by members could be provided beforehand.

The following items were raised by members:

Strategic Issues

1. Details of the Trust's high-level plans for the improvement of the services rated by the Care Quality Commission in its inspection report of October 2016, as 'inadequate';
2. Details of the action already taken by the Trust to improve services rated by the Commission as inadequate;
3. The sustainability of the service improvements already made by the Trust in response to the findings of the Commission, and of other improvements yet to be implemented;
4. The enhancement of the service capacity of the Trust, particularly in terms of the development proposals contained in the Consultation Draft of the new Local Plan for the Epping Forest District and the new Local Development Plan for Harlow;
5. The possible relocation of the Trust's services away from the current Princess Alexandra Hospital site in Harlow, and/or the development of new service facilities on the current hospital site;
6. The support provided by Essex County Council for the enhancement of the service capacity of the Trust, particularly with regard to the possible relocation of services from Princess Alexandra Hospital or the development of new service facilities on the current hospital site;
7. The support that could be offered by Epping Forest District Council to enhance the service capacity of the Trust,

Operational Issues

8. How the Trust intends to address and improve the following matters identified by the Commission:
 - (a) the bed pressure and capacity issues that result in patients being allocated the next available bed rather than being treated on a ward specifically for their condition;
 - (b) the low levels of staff morale and service pressures within the surgery and emergency departments at Princess Alexandra Hospital;
 - (c) the apparent 'disconnect' between its executive team and front line staff, to reinforce its aspirational 'family team' culture;
 - (d) the apparent inconsistent approach to learning from incidents;
 - (e) that processes for the safeguarding of children are not sufficiently robust and that staff attendance at safeguarding training sessions is inconsistent;
 - (f) that processes for the induction of nursing and medical staff is not consistently completed; and
 - (g) that its history of cancelled operations that are not rebooked within 28 days, which shows a lack of support for people to have care re-arranged as quickly as possible, is worse than the average for England;
9. Details of the Trust's proposals for improvement in the recruitment and retention of staff, particularly where current difficulties may be arising as a result of budgetary pressures, bureaucracy, or a lack of capacity on the part of staff to manage the recruitment and retention process; and
10. Details of the Trust's current and ongoing initiatives across its services to increase capacity or reduce admissions, through joint working with local stakeholders.

It was noted that there was to be a joint scrutiny approach to concerns raised by the CQC for the Princess Alexandra Hospital and it was agreed that Councillor Mohindra should be our representative on this body.

It was noted that as they had been classed as inadequate they would be due another inspection soon, how would this affect them.

The Committee considered if they wanted just to have a Q&A session with or without a presentation. They agreed that they would like some sort of handout with the relevant facts that they could consider before/during the session.

CHAIRMAN

Report to Overview & Scrutiny Committee

Date of meeting: 28 February 2017



Subject: Scrutiny of External Organisations – Epping Forest College

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

Democratic Services Officer: A. Hendry (01992) 564246

Recommendations/Decisions Required:

That the Committee undertake appropriate external scrutiny of Epping Forest College, in respect of local further education facilities and services.

1. (Director of Governance) The Principal of Epping Forest College, Sabhooi Famili, will be attending the meeting to report to members in connection with the plans of the College to address the recent report of Ofsted (January 2017) on its 'inadequate' judgement of the quality of its local further education facilities and services.
2. Whilst external scrutiny of the College's future vision and its relationship with the local community is already included in the reserve work programme for the Committee for 2016/17, the Chairman has agreed that this opportunity be taken to bring such scrutiny forward as a result of the findings of Ofsted. It has not therefore been possible for the Committee to give prior consideration to the themes and specific issues of the College's further education facilities and services that it wishes to raise with Ms. Famili, in accordance with its usual procedure.
3. The identification of lines of questioning to be raised with the Principal of the College have been sought through the Council Bulletin. Matters raised by members have been notified to Ms. Famili, in order to ensure that maximum value is derived from this external scrutiny activity. The report of Ofsted is attached as Appendix 1 to this agenda.
4. Representatives of Epping Forest College last appeared before the Committee in October 2015. In order to support effective scrutiny of the current matters of concern to members, the presentation made by the College at that time and the minutes of the meeting, are available at:

<http://rds.eppingforestdc.gov.uk/ieListDocuments.aspx?Cid=395&MId=8316&Ver=4>
5. It is understood that the Principal of the College will not be making a formal presentation to the Committee on this occasion.

Resource Implications:

The recommendations of this report seek to enable scrutiny activity to more effectively meet work programme requirements.

Legal and Governance Implications:

The Council's constitution sets out rules for the management of its overview and scrutiny responsibilities. Although external organisations are not generally required by legislation to attend before the Overview and Scrutiny Committee, it is hoped that most would be willing to engage constructively with the Council's scrutiny activity when invited to do so.

Safer, Cleaner, Greener Implications:

There are no implications arising from the recommendations of this report in respect of the Council's commitment to the Climate Local Agreement, the corporate Safer, Cleaner, Greener initiative, or any crime and disorder issues within the district.

Consultation Undertaken:

The scrutiny of the College's further education facilities and services have not previously been identified by the Committee.

Background Papers:

None

Impact Assessments:

Risk Management

The Council's constitution sets out rules for the management of its overview and scrutiny responsibilities.

Equality:

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

Epping Forest College

General further education college

Inspection dates

15–18 November 2016

Overall effectiveness		Inadequate	
Effectiveness of leadership and management	Inadequate	16 to 19 study programmes	Inadequate
Quality of teaching, learning and assessment	Inadequate	Adult learning programmes	Inadequate
Personal development, behaviour and welfare	Inadequate	Apprenticeships	Inadequate
Outcomes for learners	Inadequate	Provision for learners with high needs	Inadequate
Overall effectiveness at previous inspection		Requires improvement	

Summary of key findings

This is an inadequate provider

- Safeguarding arrangements for learners aged 14 to 16, vulnerable adults and apprentices are inadequate.
- The proportion of learners and apprentices who achieve continues to decline to way below the national rates; few learners make good progress against their starting points.
- Leaders have not rectified the weaknesses identified at the previous inspection. Teaching, learning and assessment have not been judged at inspection to be good or better for almost a decade.
- Too many teachers and assessors do not plan teaching and assessment that enable learners and apprentices to produce high standards of written work and make good progress.
- Few teachers and assessors use assessment to inspire learning or provide feedback that challenges learners and apprentices to improve their work and excel.
- Few teachers and assessors ensure that learners and apprentices at all levels develop their higher level thinking skills and master and apply theory confidently.
- Attendance is too low and punctuality poor in too many lessons.
- The behaviour of too many learners and apprentices is poor and impacts adversely on the safety and learning of others.
- Leaders do not monitor the progress of learners and apprentices robustly to understand accurately the strengths and weaknesses of the provision.
- Leaders do not work effectively with the local enterprise partnership, employers and community organisations to ensure that the range and content of provision are aligned to local and regional priorities.

The provider has the following strengths

- In workshops, the majority of teachers provide good coaching that enables learners of all ages to develop their practical skills well.
- The recently appointed principal understands very well the significant weaknesses of the college's provision and has produced a set of action plans that identify accurately what is needed to bring about rapid improvement.

Full report

Information about the provider

- Epping Forest College is a medium-sized college located in Loughton, West Essex on the outskirts of Greater London. The college recruits learners and apprentices from a wide area including such diverse communities as rural Essex and socially deprived local authority areas in London such as Barking and Dagenham, Hackney, Newham, Redbridge and Tower Hamlets. Around two fifths of the college's learners are of minority ethnic heritage, significantly higher than in the local population.
- The large majority of learners are aged 16 to 19 and are enrolled on study programmes. The large majority study vocational qualifications, with a small minority enrolled on A-level courses. Around 200 apprentices follow apprenticeships programmes. The vast majority of adult learners study courses at levels 2 and 3 and the majority are enrolled as full-time learners. The college also provides provision for a small cohort of learners with high needs. Around 40 pupils from local schools and education providers attend the college on a part-time basis. The college provides study programmes in 12 subject areas and apprenticeship training in eight subject areas.

What does the provider need to do to improve further?

- Urgently ensure that all safeguarding arrangements for all groups of learners are effective.
- Improve swiftly the quality of teaching, learning and assessment by ensuring that:
 - teachers' and assessors' planning takes fully into account the assessed needs of all learners and apprentices, and motivates and challenges them to work hard at the right level and to excel
 - teachers and assessors use assessment to inform and inspire learning
 - teachers and assessors provide effective feedback that enables learners and apprentices to understand clearly what they need to do to produce high standards of work and make good progress
 - teachers and assessors are trained to teach theory effectively and promote learners' and apprentices' higher level thinking skills
 - recordings of observations of teaching, learning and assessment are verified by appropriate expertise; and that all actions following observations are monitored thoroughly within agreed timescales to resolution.
- Swiftly rectify the low levels of attendance and poor punctuality.
- Urgently improve the standard of learners' and apprentices' behaviour.
- Monitor rigorously the progress of learners and apprentices and ensure that governors, leaders and managers understand accurately the strengths and weaknesses of the provision.
- Work effectively with the local enterprise partnership, employers and community organisations to ensure that the range and content of provision are aligned to local and regional priorities.

Inspection judgements

Effectiveness of leadership and management

Inadequate

- There has been continual change in the senior leadership team of the college since the previous inspection. Governors have focused on the need to secure stability in the senior leadership team and have worked hard to achieve this. However, leaders have not rectified the weaknesses identified at the previous inspection; learners' outcomes have declined yet further, and teaching, learning and assessment are inadequate. The college's provision has been less than good for almost a decade.
- The new principal has established an ambitious vision and mission for staff, learners and apprentices that staff understand clearly. The principal has pinpointed key weaknesses and has, very recently, put into effect a series of appropriate interventions and initiatives to rectify poor outcomes for learners and apprentices. Draft action plans identify accurately the actions required to bring about rapid improvement, but it is too early to see the impact of these on strengthening provision.
- Leaders' prudent financial management continues to ensure that the college is in good financial health. However, leaders have been too slow to put in place sufficient resources to rectify the high turnover of teachers in many subjects. Continual change in staffing has played a key part in the decline of outcomes for learners and apprentices over time. For example, in construction, seven teachers have joined and then left the college since the previous inspection.
- Leaders do not make effective use of assessment information and other data to secure improvement. During the inspection, leaders presented a range of different information on the volumes of learners enrolled on the college's study programmes, adult learning and apprenticeship provision. Leaders' self-assessment has a high degree of candour but lacks sufficient focus on the reasons behind identified weaknesses; for example, why learners with experience of local authority care or disadvantaged learners in receipt of bursary payments continue to perform poorly compared with their peers.
- Leaders do not monitor the progress of learners and apprentices sufficiently to understand accurately the strengths and weaknesses of the provision. As a result, they do not challenge managers rigorously to ensure that learners and apprentices are making good progress. Moreover, too many teachers do not document sufficient information to provide an accurate view of learners' and apprentices' learning and achievement.
- Leaders' and managers' poor monitoring of learners and apprentices resulted in them not identifying the decline in progress and achievement in 2015/16 until late in the year. Consequently, it was too late to put actions in place to prevent continued poor performance.
- Leaders are not doing enough to tackle poor teaching, learning and assessment. Managers' reports to leaders and governors on the quality of teaching, learning and assessment lack sufficient focus on weaknesses to enable actions to be put in place to secure improvement in teachers' and assessors' practice.

- The college's observation process requires improvement. A minority of observers' recorded findings of teaching, learning and assessment are over-generous and do not sufficiently focus on the standards of learners' work or the progress they make. Following observations, not enough managers monitor actions to improve teaching, learning and assessment to agreed timescales and through to resolution.
- Leaders' and managers' efforts to develop and train staff to improve their practice have had insufficient impact in raising the quality of teaching, learning and assessment. There has been insufficient sharing of good practice involving teachers from stronger performing subjects such as art and design, or from improving subjects such as sport, with teachers from the many poor-performing subjects.
- Since the previous inspection, leaders have appointed a specific lead for English and mathematics teaching, broadened the professional development opportunities for staff and held recruitment campaigns to attract suitable teachers of English and mathematics who have high levels of expertise. However, too many learners fail to improve their skills sufficiently and the college's English and mathematics provision is inadequate.
- Leaders' planning for learners studying on the 'progression' courses is particularly poor because the quality of teaching and the limited range of subjects do not enable most learners to make good progress.
- Leaders do not work effectively with the local enterprise partnership, employers and community organisations to ensure that the range and content of provision are aligned to local and regional priorities.
- The leadership of adult learning provision is inadequate. Leaders and managers have not collaborated sufficiently with the local authority, relevant agencies such as Jobcentre Plus, employers and community organisations to provide clearly defined provision that meets the needs of the local community. Managers do not routinely secure information on the progress adult learners make or their destinations on leaving the college.
- The leadership of apprenticeship provision is inadequate. Leaders and managers have been too slow to respond to the significant weaknesses in provision and the rapid decline in outcomes for apprentices. Their management of apprenticeship provision is planned incoherently and as a result, there is a significantly high staff turnover and poor understanding of apprentices' progress. Leaders and managers have recently devised plans to improve the management of apprenticeship provision, but these are yet to take effect.
- Leaders and managers ensure that a broad range of cross-college initiatives promotes the importance of equality and celebrates diversity. However, they have not done enough to ensure that teachers and staff plan to develop learners' and apprentices' understanding sufficiently in lessons.

The governance of the provider

- Governance is inadequate.

- Leaders fail to provide governors with accurate information on the achievement and progress of learners and apprentices. Consequently, governors are unable to effectively support and challenge the leadership team, and do not respond swiftly to the acute concerns on performance or put in place specific actions to improve outcomes for learners and apprentices.
- Governors do not focus sufficiently on the quality of teaching, learning and assessment and hold leaders to account to improve weak provision.
- Governors have been unable to rectify the continued high turnover of teachers and other staff and secure a stable teaching and support workforce.

Safeguarding

- The arrangements for safeguarding are not effective.
- Safeguarding processes and procedures do not ensure that learners aged 14 to 16, vulnerable adult learners and apprentices are safe. Leaders have not ensured that appropriate risk assessments are conducted for these groups of learners; as a result, their safety is compromised. For example, leaders have not considered the safety of learners aged 14 to 16 sufficiently, some of whom are vulnerable due to behavioural issues or who speak English as an additional language.
- Learners on study programmes say that they feel safe at the college and know to whom and how to report any concerns. However, during the inspection, the level of aggressive behaviour exhibited by a significant minority of learners during a large-scale incident was of concern and presented a threat to the safety of others. After a significant length of time, which impacted negatively on lessons, leaders dealt with the incident effectively. They have plans in place to increase the capacity of the security team to deal more promptly with any future repeat of such poor behaviour, but actions are yet to be implemented.
- Leaders and managers ensure that staff receive regular training to improve their promotion of British values and awareness of the potential threats of radicalisation. However, too many learners and apprentices are unable to demonstrate sufficient understanding of such values or the dangers of extremism.

Quality of teaching, learning and assessment

Inadequate

- Teachers' planning to meet the needs of their learners is inadequate. Too many teachers do not plan teaching, learning and assessment that enable learners and apprentices to make good progress. While information on learners' and apprentices' starting points and support needs is available to staff, it is not used effectively by most teachers in planning learning and developing skills. This results in most teachers teaching to the group as a whole, with the less able finding work too difficult and the most able not challenged sufficiently.

- Teachers do not set high expectations of what learners and apprentices can achieve. For example, not enough teachers of level 3 courses, including access to higher education courses, set work at the appropriate standard to enable learners to produce good standards of work and augment their understanding, knowledge and skills at the right level.
- Teachers do not use questioning techniques well to check and extend learners' and apprentices' understanding. Too often, teachers fail to check learners' understanding of the subject matter being taught.
- Attendance is too low and too many learners on study programmes are late to lessons.
- Teachers' use of assessment is inadequate. Few use assessment to motivate their learners to make swift progress. For example, too few assessment tasks for learners on foundation learning and high-needs provision challenge them to understand topic matter effectively. Managers have plans in place for a series of staff training events to ensure that assignment briefs and assessments at all levels are planned at the appropriate standard.
- Few teachers and assessors provide feedback that challenges learners and apprentices to improve their work and accelerate their progress. Too many teachers and assessors do not identify and correct learners' and apprentices' errors in syntax, spelling, punctuation and grammar.
- Few teachers ensure that their learners develop their higher level thinking skills and master and apply theory fluently. Their promotion of independent learning both in and outside the classroom is limited and this inhibits learners' and apprentices' capacity to improve their learning and excel.
- The majority of teachers in sport, construction, motor vehicle, music technology, media, accountancy, electrical engineering, plumbing and hair and beauty provide good coaching in practical workshops that enables learners of all ages to develop their practical skills well. These teachers encourage learners to review each other's work constructively to reinforce skills development. For example, learners studying plumbing at level 2 honed their ability to fit pipes to a wash basin quickly and effectively. They improved their understanding of the process by critiquing each other's work sensitively and constructively. The large majority of apprentices develop good practical skills in the workplace.
- The teaching of English and mathematics is inadequate. Few vocational teachers promote the importance of these subjects routinely in lessons. Links between specialist English and mathematics staff and vocational teams are not developed sufficiently. For example, specialist staff place lesson-planning ideas and resources to bolster learning on the college's intranet. However, managers do not check whether vocational staff use this information to improve their integration of these essential skills in vocational teaching. Most teaching of English and mathematics GCSE and functional skills qualifications is of poor quality and not planned sufficiently well to enable learners and apprentices to accelerate their knowledge and skills.

- Teachers ensure that the majority of learners on study programmes know their overall target grades and have a good awareness of the knowledge and skills required for their future progression. However, teachers either do not set short-term targets with them or do not ensure that they have a sufficient understanding of such targets; as a result, too many learners are unclear as to what progress they are making. The use of target-setting to enable apprentices, adult learners and the majority of learners with high needs to make good progress is inadequate.
- Not enough teachers and assessors plan to promote equality or raise awareness of learners' and apprentices' understanding of diversity. As a result, learners and apprentices do not have a good grasp of the importance of such values both in wider British society and the industry in which they aspire to work.
- Teaching, learning and assessment for learners on the 'progression' courses that comprise English, mathematics and information and communication technology (ICT) are inadequate. They do not promote the value of such skills to the vocational subjects that learners aspire to study. Teachers do not plan to meet the needs of the wide range of learners' abilities; they teach a 'one-size-fit-all' approach to the whole group of learners, use assessment poorly and place little emphasis on skills development.
- Staff identify learners' additional learning needs swiftly and ensure that timely support is put in place. However, too many learners rely too much on such support; as a result, they do not develop their independent study skills sufficiently. The majority of learners with high needs receive weak additional support because staff provide too much help and do not focus sufficiently on supporting them to develop the necessary skills to work independently.
- The high levels of staff absence and turnover are impacting adversely on learners' and apprentices' achievement and progress. For example, there is too much reliance on the use of temporary staff from external agencies who are often poorly prepared to teach functional skills courses and level 3 access to higher education courses. High levels of staff attrition also result in significant delays in conducting reviews of apprentices' progress.

Personal development, behaviour and welfare

Inadequate

- Overall attendance during the current year is too low and already below the level it was for the whole of the 2015/16 year. Attendance monitors have recently been recruited and are beginning to make a positive impact. However, attendance is low on construction, electrical engineering and plumbing courses, and particularly low on English and mathematics courses. The attendance of most learners with experience of local authority care is too low.

- The majority of learners exhibit high levels of respect, tolerance and understanding with each other and staff. However, too many learners and apprentices exhibit poor behaviour that ranges from low-level disruption in lessons to aggressive behaviour in the college's shared spaces, corridors and around the vicinity of the building. This lack of respect and self-discipline affects the learning and safety of others. Security staff work sensitively to resolve any incidents of aggressive behaviour well. However, as leaders identify, there are insufficient levels of staff to deal with such behaviour effectively throughout the building each college day.
- Too many learners, including those studying sports, public services, motor vehicle and plumbing courses, are late to lessons and/or extend their mid-lesson breaks, loiter around corridors and do not return to their lessons on time.
- The majority of learners and apprentices improve their practical skills development through creating products or completing job tasks in the workplace. However, not enough teachers make sufficient demands on their learners and apprentices to improve their critical analysis skills and produce written work of a high quality and that is appropriate to their level of study.
- Not enough teachers challenge their learners to both value and develop their English and mathematical skills. Consequently, learners do not make sufficient progress or appreciate the importance of these skills in helping them achieve their career goals.
- Leaders have firm plans in place to ensure that all learners on study programmes benefit from purposeful work experience; a minority have taken up such opportunities since the start of the autumn term. However, teachers pay too little attention to ensuring that the gains learners make from such opportunities are evaluated or contribute to their studies. Managers have not ensured that learners with high needs benefit from supported internships or appropriate work experience and work-related learning.
- The majority of learners broaden their understanding of personal, social and ethical skills through an enrichment programme that includes fund-raising events and visits to museums, galleries and public exhibitions. However, wider enrichment activities are very limited for learners with high needs.
- The involvement by employers in promoting learners' understanding of the world of work is adequate. The majority of learners participate in the college's 'Active College' sports programme that comprises a broad range of sports and activities.
- Leaders have yet to ensure that all learners are safe. Too many vulnerable adult learners, apprentices, and learners aged 14 to 16 referred by local schools and education providers do not know to whom, and how, to report their concerns if they do not feel safe.
- In the current year, leaders have strengthened the provision of careers information, advice and guidance to younger learners and apprentices, but not to adult learners who receive very little. A broad range of student services and careers guidance staff provide pastoral and tutorial guidance regularly to learners on study programmes. The tutorial programme for learners on study programmes features 'track weeks' that focus on providing pertinent information on career options and pathways to learners in each subject throughout the year. However, the tutorial programme is new and it is too early to measure its impact.

Outcomes for learners

Inadequate

- The proportion of learners on study programmes who achieve has continued to decline year on year and is well below that of similar colleges and the national rate. Too many learners on study programmes make insufficient progress, when compared with their starting points, and do not produce high standards of work.
- The proportion of adult learners who achieve their qualifications has continued to decline over time. Leaders' data for 2015/16 indicates that nearly a quarter of adults did not achieve. A far smaller proportion of adults achieved in 2015/16 than nationally.
- Leaders' data indicates that overall achievement rates for apprentices have plummeted from just over 90% in 2014/15 to just over a half in 2015/16, significantly below the national rate. Fewer apprentices complete their programme within the planned timescale than nationally.
- Published data shows that learners studying on level 3 courses have made less progress compared with their peers with similar attainment backgrounds studying in similar colleges over the past three years. In particular, learners studying ICT, tourism, drama, and art and design courses did not make the progress that their peers on similar courses at similar colleges achieved.
- Leaders acknowledge in their self-assessment the poor performance over time of learners studying on courses at levels 1 and 2. In 2015/16, their data indicates a significant decline in learners' achievement at both levels. For example, too many learners studying health and social care, hair and beauty, construction and electrical engineering did not achieve their qualifications.
- Too many learners do not develop their English and mathematical skills sufficiently. The most recently published data for 2014/15 shows that too many learners studying English and mathematics courses failed to improve their skills and achieve at a higher level of learning than they had previously. For example, a much smaller proportion of learners who had previously attained a grade D at GCSE improved their grades compared with their peers in similar colleges. Leaders' data indicates that around one in eight learners studying English and mathematics GCSE courses achieved A* to C grades in 2015/16. Fewer than half of all learners studying English and mathematics functional skills courses achieved, below the national rates.
- In the current year, not enough learners studying English and mathematics GCSE or functional skills qualifications are making sufficient progress to advance their knowledge and fluency of skills and improve their grades.
- While the majority of learners make good progress in their practical skills development, too many do not develop their higher level thinking skills and deepen their knowledge, understanding and application of theory work sufficiently.
- Leaders' data for 2015/16 indicates that a higher proportion of learners with learning difficulties and/or disabilities achieved than their peers. Female learners outperformed males. Learners in receipt of free school meals and/or bursary support fared less well than those without. Too many learners with experience of local authority care dropped out of learning, did not achieve and their destinations are unknown; in the current year, not enough are making sufficient progress.

- The large majority of learners on study programmes who left the college in 2015/16 progressed to a higher level of learning or full-time employment. However, too many leavers are unemployed or their destinations are unknown.

Types of provision

16 to 19 study programmes

Inadequate

- A total of 1,515 learners aged 16 to 19 follow study programmes, the large majority studying vocational courses and a minority enrolled on A-level provision. Just under a half of all learners take courses at level 3. The most popular subject areas are the creative industries, business, construction and sports. The proportion of learners who achieve their qualifications has declined year on year and is way below the national rate.
- Leaders and managers have ensured that all learners have opportunities for meaningful work experience in the current year. However, teachers pay too little attention to ensuring that the knowledge and skills that learners acquire from such opportunities are evaluated or contribute to their studies.
- Teachers fail to ensure that most learners on 'progression' courses develop the skills and qualifications needed to enable them to progress to higher levels of study.
- Leaders have increased the amount of taught time that learners receive for their English and mathematics studies. However, too much teaching of English and mathematics on GCSE and functional skills courses fails to enable learners to grasp fundamental concepts and principles and apply these fluently. Not enough teachers promote the value of English or mathematics effectively in vocational subjects. Consequently, few learners make good progress in developing their English and mathematical skills.
- Teaching, learning and assessment are inadequate because too few teachers plan to meet the different needs of their learners and ensure that all learners are challenged to make the progress of which they are capable. Too often, all learners work on the same task or activity regardless of ability and as a result, the most able do not make sufficient progress and those who are less able struggle to keep up.
- Too many teachers do not promote effectively the value of independent working in, and outside, lessons. For example, learners studying motor vehicle at level 2 struggle to work on theory tasks or take notes in lessons. Learners studying level 3 hair and media make-up courses are too dependent on the teacher to provide information and direct them in their practical work.
- Too few teachers challenge learners to develop their higher level thinking skills and produce high-quality written work. Not enough teachers set work for learners, including assignment briefs, at the appropriate standard, particularly on level 3 courses. Teachers do not provide sufficient and appropriate feedback on marked work to help learners improve.
- Too many teachers place emphasis on the completion of tasks and units at the expense of ensuring that learners hone their knowledge and skills and excel. Teachers' monitoring of learners' progress and use of target-setting are limited and as a result, this inhibits the progress that learners make.

- The majority of teachers provide good coaching in practical workshops that facilitate learners to develop good practical skills. They use purposeful work-related learning to reinforce the use of technical terms and promote industry expectations well. For example, in a creative media lesson, learners reviewed and critiqued each other's film work sensitively and skilfully against professional occupational standards in the film industry.
- Too many teachers dominate lessons to the detriment of the learning process. For example, in electrical engineering lessons, during reviews of tests, too many learners stopped listening and became distracted because the teacher fed back answers without checking that they understood the required steps to problem solve successfully.
- Too many teachers reinforce stereotypes and do not ensure that their learners develop a sound understanding of why tolerance and equality are important in understanding the diverse range of customers' needs in their chosen industry.
- Leaders have launched a revised tutorial process that, together with cross-college events, places much more emphasis on ensuring that learners receive an improved level of impartial careers advice and guidance throughout the year. However, it is too early to judge the impact of this.

Adult learning programmes

Inadequate

- Leaders have not ensured that adult learning provision has a clearly defined purpose that is relevant to the needs of local communities and meets the regional priorities for economic growth. There is no identified senior leader with accountability for adult programmes provision or a clear strategy for the future development of adult learning. During the inspection, leaders presented a variety of different data on the volumes of adult learners currently studying at the college.
- Leaders do not work collaboratively with partners such as local employer networks, Jobcentre Plus, employers and community organisations. Leaders do not provide sufficient employability courses for local people, and the on-site community library is not used effectively to promote learning for adults.
- There is no identified leader or manager with responsibility for safeguarding vulnerable adults; as a result, safeguarding arrangements for this group of learners are inadequate.
- Leaders do not pay sufficient attention to the progress and achievement of adults. Leaders and managers do not collect or use accurate information and data on the performance, progress and destinations of adult learners. The proportion of adults who achieve their qualifications has declined sharply and is way below the national rate. Attendance in lessons is too low.
- Teaching, learning and assessment are inadequate. The majority of teachers do not plan teaching, learning and assessment that meet the needs of learners and enable them to make swift progress. Teachers do not use questioning techniques sufficiently to check and extend learners' understanding. Less confident and lower ability learners are not challenged and supported to make the progress of which they are capable.

- Teachers provide good coaching to ensure that learners achieve good standards of practical work on accountancy, electrical engineering and plumbing courses. In these subjects, learners' practical work meets industry requirements and commercial expectations; learners are able to detail how they complete their practical tasks by using appropriate technical language.
- Target-setting is inadequate. Teachers do not set targets with learners or track their progress routinely. As a consequence, learners do not have a good understanding of their own progress and what they need to do to achieve their goals.
- Teachers in accountancy and mathematics rarely mark their learners' work or provide them with feedback on what actions to take to improve their work. Teachers on the access to nursing course do not ensure that assessment is sufficiently demanding to prepare learners for their next stage of learning. At the time of inspection, learners on this course had yet to have any assignments marked and returned.
- Few teachers enable learners to develop the fluency of their English writing skills or correct learners' errors in their use of syntax, spelling, punctuation and grammar.
- Teachers do not set sufficiently high standards of work for learners studying mathematics, access to nursing and science. As a result, the most able learners struggle to achieve the high grades they need to achieve their career goals, including progressing to higher education.
- Leaders do not ensure that learners receive a good level of impartial careers advice and guidance. For example, few learners studying GCSE and functional skills qualifications are aware of available qualification routes to achieve their career aspirations.

Apprenticeships

Inadequate

- A total of 196 apprentices follow programmes in eight subject areas, of which around six tenths are studying at advanced level and the remainder at intermediate level. One apprentice is training on a higher apprenticeship. A total of 34 apprentices are in training with two subcontractors. Just over four tenths of apprentices are aged 16 to 18.
- Leaders and managers have planned and managed apprenticeship provision poorly. They have not established effective safeguarding arrangements for vulnerable apprentices, including the use of risk assessments, and as a result, compromise the safety of this group of apprentices. Their very recent actions to rectify significant concerns over the quality of provision are yet to improve outcomes for apprentices. Overall achievement rates have declined significantly since the previous inspection.
- Managers have not focused sufficiently on the progress and experiences of apprentices in their subject areas. As a consequence, teaching, learning and assessment are inadequate.
- Managers have failed to monitor apprentices' progress sufficiently. For example, they have only very recently started monitoring effectively the quality and frequency of the reviews of apprentices' progress.
- Leaders and managers have not managed the performance of staff effectively. High staff turnover and attrition have affected the capacity to conduct assessments, reviews and taught off-the-job training routinely.

- Leaders and managers have failed to involve sufficient employers in designing provision; consequently, this has resulted in a range of apprenticeship programmes that do not meet local needs fully.
- Leaders' monitoring of subcontractors requires improvement; their recent actions have focused on ensuring that subcontractors comply with newly introduced contractual documentation at the expense of ensuring that the quality of teaching, learning and assessment is good or better.
- Teachers' and assessors' planning of apprentices' programmes is inadequate. They make insufficient use of information on apprentices' prior learning to plan bespoke teaching, learning and assessment that meet the needs of both apprentices and employers. For example, too many assessors set apprentices the same length of programme irrespective of their starting points.
- Teachers fail to challenge apprentices to develop their understanding beyond the minimum requirements of their qualifications. The large majority of apprentices develop good practical skills in the workplace. However, teachers do not link apprentices' off-the-job learning to their work practice and job responsibilities sufficiently to help apprentices understand how theoretical concepts underpin their practical tasks and skills.
- Reviews of apprentices' progress are inadequate. Too many apprentices, particularly those following electrical engineering, hairdressing and motor vehicle programmes, do not receive sufficient reviews of their progress. Assessors' reviews lack detail and focus on apprentices' progress towards completing qualifications to the detriment of apprentices' development of knowledge and skills. Very few reviews involve employers' feedback or document any employer training an apprentice has received. The focus on equality and diversity in the workplace and on meeting the needs of customers is too superficial.
- The use of target-setting to accelerate apprentices' development is inadequate. Targets set at reviews are often ambiguous and fail to rectify the slow progress of too many apprentices; too many targets are simply repeated from one review to another without clear explanation. The majority of apprentices are not able to articulate their targets clearly.
- Teachers do not challenge apprentices to develop their English, mathematics and ICT functional skills effectively. Teachers do not set high enough expectations for what their apprentices can achieve; as a result, few apprentices take detailed notes in lessons or work independently to further their understanding and skills outside the classroom. Teachers rely too much on dull worksheets that often focus on one-word answers and fail to motivate apprentices to improve their written work. Teachers fail to plan opportunities to develop apprentices' speaking and listening English skills.

Provision for learners with high needs

Inadequate

- The college has 56 learners with high needs. A total of 33 learners are enrolled on discrete foundation learning provision and a further 23 are supported on a wide range of study programmes at all levels. Learners are funded through six different local authorities.

- Managers do not plan provision that focuses sufficiently on developing learners' independence in order to effectively prepare them for their future life and work. They have low expectations of learners and fail to provide them with bespoke, challenging learning programmes. The accreditation used on discrete courses is not fit for purpose and, too often, presents a barrier to learners' progress.
- Staff identify learners' needs accurately at the start of their programmes in order to ensure that support is put in place promptly. However, not enough learning support assistants enable learners to develop their independent study skills sufficiently. Where assistive technologies are provided, most learners do not learn to use these effectively or use them routinely; they over-rely on the learning support assistants to read and scribe.
- Learners make slow progress in developing greater independence. The foundation learning department is resourced with a well-equipped training kitchen, a flat and an accessible garden. However, teachers do not use these routinely to support learners to develop their independent living skills.
- Teaching, learning and assessment are inadequate. Teachers do not plan teaching, learning and assessment that meet the needs of their learners. Teachers dominate lessons to the detriment of the learning process. Learners become distracted and bored because they spend far too much time listening to teachers and completing worksheets with too much help from learning support assistants. Too often, learners do not fully understand the purpose of these activities.
- Teachers plan lessons that focus on general, activity-based objectives and completing course requirements at the expense of meeting the skills needs of learners. Teachers do not challenge learners sufficiently to build on their existing knowledge and skills. Teachers do not plan learning tasks in small steps that learners can realistically achieve; as a result, learners do not understand what to do and fail to develop their skills.
- Teachers lack the appropriate expertise to develop learners' English and mathematical skills sufficiently. Teachers use spoken and written language that is too complex for the learners to understand. Too often, they speak too quickly so learners are not able to fully absorb information or have enough time to reflect and respond. Staff do not ensure that resources are adapted or simplified well enough to facilitate learning; little use is made of information learning technologies so that learners can practise skills in more informal settings at their own pace.
- Teachers do not identify, assess and record most learners' progress sufficiently. Learning support assistants record activities that learners complete in lessons and note behavioural issues but make few comments on learners' progress. Target-setting is inadequate as staff focus almost entirely on learners' personal skills and not on learners' knowledge and skills development. Teachers use the online progress tracker primarily to monitor and rectify attendance issues and capture accreditation unit completion rather than measure progress against individual starting points.
- Managers have not ensured that learners studying on discrete courses benefit from meaningful work experience. The college's shop has limited opening hours, usually when most other learners are attending lessons and as a result, learners who work at the shop have little opportunity to interact with customers. Learners on supported internship programmes do not yet have work placements. Wider enrichment activities are very limited.

- Learners do not spend enough time working in teams or in small groups, so they are often slow to develop their social skills, friendships and skills for work. The additional support team has recently introduced an increasingly well-attended lunch club, which provides a safe, quiet and secure base for more vulnerable learners to interact with others and improve their communication skills. It is too early to judge the full impact of this initiative.
- Teachers work productively with learning support assistants to ensure that the majority of learners with high needs on study programmes who work towards qualifications make good progress. For example, in motor vehicle, learners develop high levels of confidence to work adeptly with peers in practising newly learned techniques in diagnosing faults and repairing vehicle engines. However, too many teachers do not plan to meet the needs of learners with high needs effectively and as a result, a minority of learners with high needs on study programmes fail to make good progress.

Provider details

Unique reference number	130677
Type of provider	Further education college
Age range of learners	16+
Approximate number of all learners over the previous full contract year	2,976
Principal	Saboohi Famili
Telephone number	0208 5028701
Website	www.efc.ac.uk

Provider information at the time of the inspection

Main course or learning programme level	Level 1 or below		Level 2		Level 3		Level 4 or above	
	16–18	19+	16–18	19+	16–18	19+	16–18	19+
	290	21	491	71	733	67	1	65
Number of apprentices by apprenticeship level and age	Intermediate		Advanced		Higher			
	16–18	19+	16–18	19+	16–18	19+		
	22	81	62	30	0	1		
Number of traineeships	16–19		19+		Total			
	0		0		0			
Number of learners aged 14 to 16	0 on full-time provision							
Number of learners for which the provider receives high-needs funding	56							
Funding received from	Education Funding Agency Skills Funding Agency							
At the time of the inspection, the provider contracts with the following main subcontractors	Iridium Training Academy Pentland ALC Ltd							

Information about this inspection

The inspection team was assisted by the vice-principal, as nominee. Inspectors took account of the provider's most recent self-assessment report and development plans, and the previous inspection report. Inspectors used group and individual interviews, telephone calls and online questionnaires to gather the views of learners and employers; these views are reflected within the report. They observed learning sessions, assessments and progress reviews. The inspection took into account all relevant provision at the provider.

Inspection team

Matt Vaughan, lead inspector	Her Majesty's Inspector
Harpreet Nagra	Her Majesty's Inspector
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Penny Fawcus	Ofsted Inspector
Stephen Masterson	Ofsted Inspector
Catherine Richards	Ofsted Inspector
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Report to Overview and Scrutiny Committee

Date of meeting: 28 February 2017



Portfolio: Leader (Councillor C. Whitbread)

Subject: Key Objectives Key Action Plan 2016/17 – Quarter 3 performance

Responsible Officer: Barbara Copson (01992 564042)

Democratic Services Officer: A. Hendry (01992 564246)

Recommendations/Decisions Required:

- (1) That the Committee review Q3 progress in relation to the Corporate Plan Key Action Plan for 2016/17; and**
- (2) That the Committee identify any actions arising from the Key Action Plan for 2016/17, that require in-depth scrutiny or further report on current progress.**

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 2016/17 was agreed by the Cabinet in October 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 2016/17 at the end of the third quarter (31 December 2017).

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 2016/17 is populated with actions or deliverables designed to secure progress against each of the Key Objectives during 2016/17. 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.

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 Q3 progress against the 49 individual actions of the 2016/17 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 (Green) - specific deliverables or actions have been completed or achieved in accordance with in-year targets;

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

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

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

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

5. There are 49 actions **in total** for which progress updates for Q3 are as follows:

• Achieved or On-Target:	26 (53%)
• Under Control:	13 (27%)
• Behind Schedule:	4 (8%)
• Pending:	<u>6 (12%)</u>
Total	49 (100%)

6. The Overview and Scrutiny Committee is requested to review progress against the key objectives Key Action Plan for 2016/17 at Q3. This report was also considered by the Cabinet at its meeting on 9 March 2017.

Resource Implications: None for this report.

Legal and Governance Implications: None for this report. Performance monitoring contributes to the delivery of value for money.

Safer, Cleaner, Greener Implications: None for this report.

Consultation Undertaken: The performance information set out in this report has been submitted by each responsible service director.

Background Papers: Relevant documentation is held by responsible service directors.

Impact Assessments:

Risk Management: None for this report.

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

Key Objective (i)(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.

Action	Lead Directorates	Target Date	Status	Progress
1) Deliver identified savings	Management Board	31-Mar-17	On Target	Q1 (2016/17) - Printer Migration Project is being implemented. Transformation work-stream is reviewing further opportunities. Reports due in the autumn.
				Q2 (2016/17) - Transformation savings of £107,260 of which £70,960 are General Fund and £36,300 HRA.
				Q3 (2016/17) - Transformation savings of £107,260 of which £70,960 are General Fund and £36,300 HRA
2) Progress preparations for delivering savings for 2016/17	Management Board	31-Mar-17	On Target	Q1 (2016/17) - Not yet due - will be progressed as part of the 2017/18 budget process.
				Q2 (2016/17) - Not yet due - will be progressed as part of the 2017/18 budget process.
				Q3 (2016/17) - Not yet due - will be progressed as part of the 2017/18 budget process.
3) Develop additional business cases	Management Board	30-Sep-16	Under Control	Q1 (2016/17) Printer Migration Project is being implemented. Transformation work-stream is reviewing further opportunities. Reports due in the autumn. Q2 (2016/17) Savings identified for 2016/17 total £107,260, of which £70,960 are general fund and £36,300 are HRA. Savings identified for 2017/18 total £40,500, of which £34,800 are general fund and £5,700 are HRA. Further savings ideas to be considered by the Cabinet for 2017/18 are estimated to range from £480,900 to

4) Presentation of the Financial Issues Paper and MTFS update	Resources	31-Jul-16		Achieved	<p>£533,200. Of this £451,300 to £502,800 are general fund and £29,600 to £30,400 are HRA.</p> <p>Q3 (2016/17) Savings identified for 2016/17 total £107,260, of which £70,960 are general fund and £36,300 are HRA. Savings identified for 2017/18 total £40,500, of which £34,800 are general fund and £5,700 are HRA.</p> <p>Further savings ideas to be considered by the Cabinet for 2017/18 are estimated to range from £480,900 to £533,200. Of this £451,300 to £502,800 are general fund and £29,600 to £30,400 are HRA.</p> <p>(Q1 2016/17) - The Financial Issues Paper will be presented to the Finance & Performance Management Cabinet Committee on 14 July.</p> <p>(Q2 2016/17) - The Financial Issues Paper was presented to the Finance & Performance Management Cabinet Committee on 14 July and the recommendations have now been agreed by Cabinet.</p> <p>(Q3 2016/17) As Q2.</p>
5) Review the future options for the HRA Financial Plan and to sell "high value" empty Council properties	Communities	30-Nov-16		Under Control	<p>Q1 (2016/17) - Awaiting Government Guidance and Regulations on the sale of "higher value" empty Council properties. The Review cannot be effectively undertaken until the level of the required levy to be paid to the Government is known.</p> <p>Q2 (2016/17) - As Q1. However, some preliminary work on the resources available to the HRA for the Housebuilding Programme and levels of investment on the Council's housing stock have commenced, which will feed in to the review.</p> <p>Q3 (2016/17) Following the Government's announcement that the proposed High Value Voids Levy will not commence until at least 2018/19, and in view of the need to make strategic decisions for the HRA, the Housing Portfolio Holder has agreed that the further HRA Financial Options Review should be undertaken in 2 stages. The Council's HRA Business Planning Consultant has therefore been commissioned to provide a Stage 1 Options Report for consideration and it is planned to present</p>



the Options Report to the Finance and PM Cabinet Committee in Spring 2017, following consultation with the Communities Select Committee and Tenants and Leaseholders Federation, as previously agreed.

Key Objective (i)(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:

- The Epping Forest Shopping Park, Loughton
- Council Housebuilding Programme
- St John’s Redevelopment Scheme, Epping
- North Weald Airfield

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Action	Lead Directorates	Target Date	Status	Progress
1) Complete phase 1 of the Council House-buildings	Communities	30-Nov-16	Under Control	<p>Q1 (2016/17) Following the termination of the contract with the contractor for Phase 1, due to poor performance, negotiations are being held with another contractor to complete the works.</p> <p>Q2 (2016/17) Following a comprehensive assessment of the outstanding works, PA Finlay has now been selected to complete the works through a Completion Contract. The contract is currently in the process of being signed. It is expected that works will commence on site W/C 31st October 2016.</p> <p>Q3 (2016/17) Works commenced W/C 31st October 2016 as planned and the completed homes will be handed over in phases during 2017 for letting.</p>
2) Commence Phase 2 of the Council Housebuilding Programme	Communities	30-Apr-16	Achieved	<p>(Q1 2016/17) - The contract has been signed, the contractor has taken possession of the site and is due to commence works shortly.</p> <p>(Q2 2016/17) - Works have commenced.</p> <p>(Q3 2016/17) Works continue. There has been a delay due to the need to undertake detailed contamination investigations and associated remedial works, but the contractor is of the view that the programme can be brought back on</p>

<p>3) Relocate the Housing Repairs Service from the Epping Depot to alternative suitable alternative premises</p>	<p>Communities</p>	<p>30-Apr-16</p>	<p>Pending</p>	<p>track. In any event, since it is a Design and Build Contract, there should be no claims for loss and expense from the contractor for the delay.</p> <p>(Q1 2016/17) - Planning permission has been received for the construction of a new Repairs and Maintenance Hub at Blenheim Way, North Weald, for which it will take around 18 months to procure and undertake the works. However, at the meeting of Cabinet in July 2016, it was agreed that no further work should be undertaken on the proposal until after the outcome of the Strategic Accommodation Review, due to be reported to Cabinet in October 2016.</p> <p>(Q2 2016/17) - The outcome of the Strategic Accommodation Review was not able to be reported to the October meeting of the Cabinet, and is unlikely to be reported until early 2017.</p> <p>(Q3 2016/17) As Q1 and Q2. In the meantime, the costs and implications of providing a temporary Housing Repairs Depot at North Weald Airfield is being explored as a possible short term interim option.</p>
<p>4) To facilitate, by the purchase of Essex County Council's interest and subsequent disposal to the preferred developer, the St John's Road redevelopment scheme.</p>	<p>Neighbourhoods</p>	<p>31-Oct-16</p>	<p>Under Control</p>	<p>(Q1 2016/17) - The final terms of the purchase of the County Council's interest and subsequent disposal to Frontier Estates have been agreed and are to be considered by the respective Cabinet Committees in July 2016. The agreement will be in principle subject to further confirmation from the Secretary of State with regard to State Aid Regulations.</p> <p>(Q2 2016/17) - Following the receipt of the State Aid consent from the Secretary of State, the final drafting of the Legal Documentation for the District Council's purchase and subsequent sale to Frontier Estates at Essex County Council's interest in the site is nearing conclusion. Hope to practically complete by the end of October.</p> <p>(Q3 2016/17) The purchase of Essex County Council's interest in the St John's Road development site was completed in mid-December 2016. Arrangements have been made to continue with site security during the period of the development of the Planning Application by the preferred partner Frontier Estates.</p>


5) Work in partnership with Moat Housing to commence the development of the Council garage site	Communities	30-Jun-16	None	(Q1 2016/17) - A comprehensive Car Parking and Affordable Housing Plan for Vere Road, which includes consideration of the future of this site, is due to be considered by the Asset Management and Economic Development Cabinet Committee on 22nd August 2016. (Q2 2016/17) The Car Parking and Affordable Housing Plan was considered by the Cabinet Committee on 22nd August 2016. Cabinet subsequently approved the Plan, including the Cabinet Committee's recommendation that this site should not be developed for affordable housing, but to provide dedicated parking for the private residents of the Higgins development on the site of the former Sir Winston Churchill PH site. Therefore, this action is now closed
6) Evaluate the submissions received for North Weald Airfield marketing exercise	Neighbourhoods	30-Nov-16	Behind Schedule	(Q1 2016/17) - Submissions received in response to the expressions of interest have been assessed by the Asset Management Cabinet Committee. Specification for procurement of an operational partner under OEJU regulations has commenced. (Q2 2016/17) - Changes in European Procurement Legislation have meant that the original intention of a concessionary contract can no longer be pursued, and an OEJU "Competitive Dialogue" procedure is planned to commence in early 2017, once the officer capacity is realised by the final award of the Leisure Management Contract in December 2016. (Q3 2016/17) as per Q2.
7) Progress the Epping Forest Shopping Park Scheme	Neighbourhoods	31-Oct-16	Under Control	(Q1 2016/17) - Tenders have been received for the construction of the main Shopping Park, which further to final evaluation, will be recommended for approval at the Council's July Cabinet. Delays have been experienced with reaching agreement with Essex County Council on the final specifications and working methodology for the Highways Works. Whilst marketing is proceeding well, the Shopping Park is now not likely to open until Summer 2017. (Q2 2016/17) - The main construction contractor McLaughlin and Harvey took possession of the site in mid-September. Good mobilisation and clearance works have been achieved. 41 week construction programme on target. Highways

8) Commence Phase 3 of the Council Housebuilding Programme to provide up to 35 new affordable rented homes in Epping	Communities	30-Jun-16		Under Control	<p>Contractor has commenced S278 works. Some delays in relation to the need to locate new attenuation tanks. Shopping Park still on target to open in August 2017.</p> <p>(Q3 2016/2017) Main contractor ahead of programme, with steelwork erected before Christmas and work commenced on cladding. Main car park base coated and work on retaining wall to the rear of service yard largely complete. Delays still being experienced on S278 works. Ongoing dialogue with ECC to address.</p> <p>(Q1 2016/17) - Tenders are due to be invited from contractors for a number of small construction contracts comprising Phase 3 in early August 2016.</p> <p>(Q2 2016/17) Tenders have been invited on a phased basis for the 7 separate contracts comprising Phase 3, with three tenders returned to date. The tenders will be reported to the Council Housebuilding Cabinet Committee for approval.</p> <p>(Q3 2016/17) Tenders for all but one sites were agreed by the Council Housebuilding Cabinet Committee in December 2016. Contract documentation for the 6 sites are being progressed and Start-up meetings with the contractors arranged. Works are due to commence in February/March 2017.</p>
9) Secure planning Phase 4 of the Council Housebuilding Programme to provide up to 50 new affordable rented homes in Loughton	Communities	31-May-16		Pending	<p>(Q1 2016/17) - A number of developments comprising Phase 4 have received planning permission, but a number have also been refused. The Council Housebuilding Cabinet Committee will consider the proposed approach to the delivery of Phase 4 once all planning applications have been determined.</p> <p>(Q2 2016/17) - 10 planning applications have been approved; 2 applications were withdrawn following further discussions with planning officers; 2 applications were refused planning permission by the Area Plans Sub-Committee and 1 application (Vere Road, Loughton) was being held in abeyance pending the formulation of a Car Parking and Affordable Housing Plan, but is now being progressed following the adoption of a Plan.</p> <p>(Q3 2016/17) 11 sites within the proposed Phase 4 have now received planning permission; 4 sites have been refused planning permission. However, Phase 4 has not been progressed any further due to the Moratorium placed on the Council</p>

<p>10) Subject to the receipt of planning permission, secure the provision of the affordable rented homes at the Council-owned site at Pyrles Lane, Loughton</p>	<p>Communities</p>	<p>30-Jun-16</p>	<p>Pending</p>	<p>Housebuilding Programme by the Cabinet.</p> <p>(Q1 2016/17) - A report will be submitted to Cabinet shortly on the proposed marketing strategy for the sale of the Pyrles Lane nursery site, which will consider the Council Housebuilding Cabinet Committee's recommendation that the completed affordable homes be purchased by the Council.</p> <p>(Q2 2016/17) - The Director of Neighbourhoods intends to report on the Marketing Strategy to the November Cabinet meeting.</p> <p>(Q3 2016/17) The Director of Neighbourhoods intended to report on the Marketing Strategy to the February Cabinet meeting. However, Management Board has determined that this should be held in abeyance until the Stage 1 Further HRA Financial Options Review has been completed and decisions made on the future of the Council's Housebuilding Programme.</p>
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Key Objective (i)(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.

Action	Lead Directorates	Target Date	Status	Progress
<p>1) Liaise with the Communities Directorate on Housing related / led projects is constructive and productive to retain Building Control project work in-house</p>	<p>Governance</p>	<p>30-Apr-16</p>	<p>Achieved</p>	<p>(Q1 2016/17) - We continue to enjoy a constructive and responsive relationship between directorates and building income continues to exceed budget.</p> <p>(Q2 2016/17) - As above.</p> <p>(Q3 2016/17) - As above.</p>
<p>2) Include a clause as standard in new commercial leases, to require the use of</p>	<p>Neighbourhoods</p>	<p>30-Apr-16</p>	<p>Achieved</p>	<p>(Q1 2016/17) - Clause being prepared for inclusion in new commercial leases.</p> <p>(Q2 2016/2017) - Clause completed. Evidence of commissions being achieved.</p>

the Building Control service				(Q3 2016/2017) As above Q2.
3) Estates colleagues to include use of the in-house building control service in their standard negotiations	Governance	30-Apr-16		<p>(Q1 2016/17) - The directorates continue to liaise to embed the inclusion of the in house service in negotiations.</p> <p>(Q2 2016/17) – Progress has been made but we need to continue to embed this process.</p> <p>(Q3 2016/17) - Building control are continuing to hold constructive dialog with estates officers.</p>
4) Include as standard in the specification for new contracts to upgrade Council facilities, a requirement to use the in-house Building Control service.	Neighbourhoods Resources	30-Apr-16		<p>(Q1 2016/17) - The contract for the construction of the new Leisure Centre at Waltham Abbey and any other refurbishments will reflect the requirement to use the in-house Building Control Service.</p> <p>(Q2 2016/17) - As (i)(c) previous.</p> <p>(Q3 2016/2017) As above in Q2.</p>
5) For major development projects in which the Council has a sole or significant interest, ensure building regulations work is carried out by the in-house team	Neighbourhoods	30-Apr-16		<p>(Q1 2016/17) - Opportunities are being offered to undertake the work.</p> <p>(Q2 2016/17) - The in-house building control team are undertaking the work in relation to the Epping Forest Shopping Park and will be recommended for the potential new Leisure Centre in Waltham Abbey.</p> <p>Q3 (12016/2017) As above in Q2.</p>
6) Identify and undertake measures to raise the profile and successes of the in-house building control team.	Governance	30-Apr-16		<p>(Q1 2016/17) - The Staples Road Junior School in Loughton was shortlisted for the Local Authority Building Control awards held in Cambridge and the team continues to promote partnership working resulting in healthy income levels.</p> <p>(Q2 2016/17) - We are continuing to train our own officers to ensure the quality of the service which we have to market.</p>

					(Q3 2016/17) - National recognition for both building control trainees and increased income demonstrate the commitment to and of the in house building control team.
7) Participate in the renegotiations of the contracts for the provision of on-line library services	Governance	31-Mar-17	Achieved		(Q1 2016/17) - As part of PLP the legal service continues to benefit from reduced online library services in a form of savings. (Q2 2016/17) – as above. (Q3 2016/17) - as above.
8) Explore the possible expansion of the insurance service provided to Uttlesford. District Council.	Resources	30-Sep-16	Achieved		(Q1 2016/17) - The possibility of expanding the insurance service has been explored with both Uttlesford and other Essex districts but unfortunately all those contacted are not interested in changing their arrangements at this time. (Q2 & Q3 2016/17) As per Q1.
9) Implement an integrated HR/Payroll IT system jointly with at least one other authority.	Resources	31-Mar-17	On Target		(Q1 2016/17) - Implementation underway with Braintree & Colchester councils, with these sites going live first. The target for Epping to go live with the new system is December 2016. (Q2 2016/17) - The implementation is proceeding in line with the timetable and the system is still expected to go live in December 2016. (Q3 2016/17) Payroll for December produced successfully on the new system. Work continues to fully implement the system and make features like self-service available.
10) Evaluate possibility of shared service as part of Debt Working Party.	Resources	30-Sep-16	Behind Schedule		(Q1 2016/17) - The Working Party continues to meet and reports back to Management Board on potential improvements and alterations to the processes of debt recovery. (Q2 & Q3 2016/17) As per Q1

11) Provide HR/payroll services to at least one other authority	Resources	31-Mar-17		Pending	<p>(Q1 2016/17) - The primary focus is currently the implementation of the new system - see item 9 above.</p> <p>(Q2 & Q3 2016/17) As per Q1 - the system needs to be in place before we can offer it to others.</p>
12) Evaluate possibility of shared service as part of Scanning Working Party	Resources	30-Sep-16		Behind Schedule	<p>(Q1 2016/17) - The Working Party has been established with a project charter and meetings have taken place as part of the discovery phase.</p> <p>(Q2 2016/17) - The discovery phase is continuing and changes have already been made to make several processes more efficient.</p> <p>(Q3 2016/17) As for Q2 above, although progress has been slower than had been anticipated.</p>
13) Identify additional Council services that may benefit from a shared provision with other organisations	Management Board	31-Mar-17		On Target	<p>(Q1 2016/17) - Good progress made with audit. Opportunities being discussed with West Essex Chief Executives.</p> <p>(Q2 2016/17) - Good progress made with audit. Opportunities being discussed with West Essex Chief Executives.</p> <p>(Q3 2016/17) - Workshop on joint working with Essex County Council scheduled for Leadership Team in February 2017.</p>

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

Key Objective (ii)(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.

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-16	Under Control	(Q1 2016/17) - It has previously been agreed that work on updating the Council's Housing Strategy should not commence until the Draft Local Plan Preferred Approach has been published, which is currently expected to take place in October 2016, since the Housing Strategy is so dependent on the Local Plan proposals.
				(Q2 2016/17) - On the assumption that consultation on the Draft Local Plan will commence on 31st October 2016, the Director of Communities is currently setting up an officer Project Team to formulate a draft Housing Strategy.
				(Q3 2016/17) The officer Project Team is in the process of drafting the new Housing Strategy. It is planned to present a Consultation Draft of the Housing Strategy to the Communities Select Committee in March 2017, prior to undertaking a consultation exercise on the Draft Strategy. Following consultation, the final version will be submitted to Cabinet for consideration and recommendation to Full Council in Summer 2017.
2) To undertake Phase II of a comprehensive Green Belt Review as a key component of the local Plan evidence base.	Neighbourhoods	31-Jan-16	Achieved	(Q1 2016/17) - Phase II of the Green Belt Review has been completed and now forms part of the evidence base in undertaking individual site assessment work.
				(Q2 2016/17) - Draft Plan agreed for consultation to include Green Belt Assessment.
				(Q3 2016/17) As above fully achieved.
3) Agree a Draft Local Plan and undertake the appropriate sustainability appraisal.	Neighbourhoods	31-May-16	Under Control	(Q1 2016/17) - New Local Plan Development Scheme due to consideration at the July Cabinet Committee. Sustainability appraisals underway.
				(Q2 2016/17) - Cabinet to consider draft Plan in October. Consultation period to run from the 31 October to the 12 December 2016. LDS timeframes still being achieved.

<p>4) Undertake all necessary consultations and negotiations under the Duty to Co-operate with Neighbouring Authorities</p>	<p>Neighbourhoods 31-Mar-17</p>		<p>(Q3 2016/17) Consultation successfully completed. Approximately 3500 responses received. Evaluation commenced with report on headline findings to be considered by Cabinet in March. Further work on additional site assessment commissioned.</p> <p>(Q1 2016/17) - The work of the Co-operation for Sustainable Development Board is ongoing fulfilling the requirements of the Duty to Co-operation. Currently chaired by EFDC but due to transfer to East Herts in June. Intention is for the four authorities within the Strategic Housing Market Area to consult simultaneously in the Autumn.</p> <p>On Target (Q2 2016/2017) - Work of the Duty to Co-operate Board ongoing. Two of three Memorandum of Understandings nearing signature. Uttlesford and Harlow consultation timescales have slipped by 2-3 months.</p> <p>(Q3 2016/2017) Uttlesford and Harlow failed to meet consultation deadline. Joint Garden Bid successful with £500,000 awarded by DCLG.</p> <p>(Q1 2016/17) - Final Local Plan Document in accordance with the revised Local Development Scheme due to be submitted for Examination in Public in November/December 2017.</p> <p>Behind Schedule (Q2 2016/2017) - As above.</p> <p>(Q3 2016/2017) Cabinet and Council agreed consultation plan in October. Local Development Scheme due to be reviewed in July 2017. Series of Member Workshops planned to consider Regulation 19 Draft in next 6 months. Publication of pre-submission draft in October 2017.</p>
<p>5) Submit the Final Local Plan to the Planning Inspectorate for Examination.</p>	<p>Neighbourhoods 31-Mar-17</p>		

Key Objective (ii)(b) To 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) Continue with the Council's apprenticeship scheme for the district's young people, providing sustainable employment opportunities.	Resources	30-Sep-16	Under Control	<p>(Q1 2016/17) - The cohort recruited in 2015 continues to make good progress with their apprenticeships. A full intake will occur again in 2017. For 2016 the focus is on the recruitment of a new graduate trainee.</p> <p>(Q2 2016/17) - Despite several attempts we were unable to recruit a new graduate trainee. The current apprentices continue to make good progress and preparations are underway to expand the programme to meet the requirements of the Apprenticeship Levy from April 2017.</p> <p>(Q3 2016/17) - All but one of the current apprentices have now found jobs. Plans now in place to meet the requirements of the Apprenticeship Levy and to manage the larger intake of apprentices in 2017/18.</p>

Key Objective (ii)(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.

Action	Lead Directorates	Target Date	Status	Progress
1) Undertake a Master-planning exercise for the provision of a proposed new swimming pool, new health centre and an independent living scheme	Communities Neighbourhoods	31-May-16	Achieved	<p>(Q1 2016/17) - The Master Plan has been produced, published and formally endorsed by the Cabinet.</p> <p>(Q2 2016/17) - An Outline Planning Application has been submitted and is due to be determined by the District Development Management Committee in November 2016. Proposals have been received from the 3 Final Tenderers from the Leisure Management Contract.</p> <p>(Q3 2016/17) Outline Planning Permission was granted in November 2016, subject to a Section 106 Agreement being signed, which is under negotiation. In December 2016, Cabinet selected the Preferred Tenderer for the Leisure Management Contract i.e. Places for People who are working towards the submission of full planning application in late March 2017.</p>

<p>2) Undertake a public consultation exercise on the Draft Masterplan for Hillhouse, Waltham Abbey.</p>	<p>Communities Neighbourhoods</p>	<p>31-Mar-16</p>	<p>Achieved</p>	<p>(Q1 2016/17) - The master-planning exercise (see 1 above) included consultation with all key stakeholders and the holding of a Community Planning Weekend, to which all residents, local businesses and other interested parties were invited. Feedback received from this consultation process informed the final Master Plan.</p> <p>(Q2 2016/17) - The feedback informed both the Master Plan and the subsequent Outline Planning Application due to be considered in November 2016.</p> <p>(Q3 2016/17) Outline Planning permission granted. Section 106 Agreement to be entered into to compensate for loss of playing pitches at Hillhouse.</p>
<p>3) Jointly pursue the provision of a new Secondary School on the Ongar Campus site</p>	<p>Neighbourhoods</p>	<p>30-Apr-16</p>	<p>Achieved</p>	<p>(Q1 2016/17) - Completed.</p> <p>(Q2 2016/17) - As above.</p> <p>(Q3 2016/2017) As above.</p>
<p>4) 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</p>	<p>Neighbourhoods</p>	<p>30-Sep-16</p>	<p>Achieved</p>	<p>(Q1 2016/17) - Completed.</p> <p>(Q2 2016/17) As above.</p> <p>(Q3 2016/2017) Places for People appointed as successful contractor and scheme agreed to build new Leisure Centre at Hillhouse.</p>
<p>5) Subject to the receipt of funding from Arts Council England, investigate the possible establishment of a Museum Heritage and Culture Development Trust</p>	<p>Communities</p>	<p>30-Jun-16</p>	<p>Under Control</p>	<p>(Q1 2016/17) - The outcome of the bid for funding from Arts Council England is awaited.</p> <p>(Q2 2016/17) - The bid was successful and £270,000 funding has been awarded jointly to EFDC, Chelmsford CC and Broxbourne BC. The funding will be used to appoint a Commercial Manager for 18 months (to develop new income streams across Epping Forest, Broxbourne and Chelmsford Museums) and a Fundraising Manager to establish a Development Trust for Epping Forest District and Lowewood Museums, and a separate Trust for Chelmsford Museum. The Trusts</p>



will operate as Charities, based on companies limited by guarantee and will work in parallel to the Council's operation of the Museums, in order to raise funds and access funding pots which the Councils are unable to access.

(Q3 2016/17) Recruitment to the new posts is being undertaken.

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

Key Objective (iii)(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.

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Action	Lead Directorates	Target Date	Status	Progress
1) Review the success of the increased opening hours and the increased delivery of Council services at the Council Office at the Limes Centre	Communities	31-Mar-17	On Target	(Q1 2016/17) - The increased opening hours have been introduced, with the provision of increased Council services from the Council Office. A formal review of the success of this initiative is planned to be undertaken by the Communities Select Committee after 12 months' operation - in 2017 (Q2 2016/17) - As Q1. (Q3 2016/17) As Q1
2) Implement and/or produce an Implementation Plan for, the agreed proposals for improving customer contact.	Management Board	31-Mar-17	On Target	(Q1 2016/17) - The customer contact project team continues to make good progress. A Head of Customer Service is due to be appointed shortly. (Q2 2016/17) - Head of Customer Services has been appointed and is due to start on 2 November. Implementation plan produced and implementation continues. A portfolio Holder decision on purchase of CMS software has been taken and now being actioned to allow prototyping work to be undertaken through to March 2017. A draft specification for the reception work has been agreed with Facilities which now moves to initial design stage. A further period of monitoring of visitor patterns was undertaken in September. A Channel



shift/process mapping day will take place in early November. New ICT analyst position now filled and started working on our online forms to transition them to the new CMS.

(Q3 2016/17) Complaints handling revised to two stage process. Process mapping undertaken. Prototyping of new CRM scoped.

Key Objective (iii)(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.

Action	Lead Directorates	Target Date	Status	Progress
1) Achieve significant progress in the scanning of paper and microfiche Development Control files	Governance	31-Mar-17	On Target	<p>(Q1 2016/17) - The dedicated team continues to scan Planning files with a view to supporting flexible and remote working and reducing space requirements.</p> <p>(Q2 2016/17) – The team is up to speed and we continue to scan the files to support flexible working.</p> <p>(Q3 2016/17) - Cabinet has agreed continued funding for a three year scanning project based on a full report of progress to date.</p>
2) Scan Building Control paper and microfiche files to promote flexible working and reduce storage costs.	Governance	31-Mar-17	On Target	<p>(Q1 2016/17) - The dedicated team continues to scan building control with a view to supporting flexible and remote working and reducing space requirements.</p> <p>(Q2 2016/17) – as above.</p> <p>(Q3 2016/17) - Cabinet has agreed continued funding for a three year scanning project based on a full report of progress to date.</p>
3) Undertake document	Governance	31-Mar-17	On Target	<p>(Q1 2016/17) - We continue to scan legal documents and we are embarking on</p>

scanning projects in Legal Services and Development management to support the Transformation Programme.

a program of creating electronic files for certain categories of legal work. Approximately 20% of the 2383 Council Deeds have been scanned and uploaded onto the Council's mapping system. Additionally a spreadsheet has been developed to organise approximately 6000 miscellaneous documents in preparation for scanning.

(Q2 2016/17) - We had a slight delay with the scanning as a result of a member of staff leaving and recruitment of a replacement. The new officer is in the progress of being trained.

(Q3 2016/17) - Good progress is being made following the appointment to a temporary scanning post within legal.

(Q1 2016/17) - Implementation continues and is on target. An update report was presented to the Resources Select Committee in April.

4) Continue the implementation of the Council's ICT Strategy, with the completion of the following key projects

Resources

31-Mar-17

On Target

(Q2 2016/17) - Good progress continues to be made and the capital bid for 2017/18 will be presented to Cabinet on 12 October.

(Q3 2016/17) Cabinet approved the capital bid for 2017/18 which will now be subject to approval as part of the budget process. Implementation of projects is in line with targets.

(Q1 2016/17) - On hold pending the accommodation review and is awaiting works to fully decommission.

5) Free up computer suite 1 for re-use as office accommodation.

Resources

31-Mar-17

On Target

(Q2 2016/17) - The computer suite is free for alternative uses but will not be allocated or refurbished until the accommodation review has been completed.

(Q2 & Q3 2016/17) The computer suite is free for alternative uses but will not be allocated or refurbished until the accommodation review has been completed

Key Objective (iii)(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.

Action	Lead Directorate	Target Date	Status	Progress
1) Complete the multi-service study to identify and better understand the demographics of an ageing population in the District	Communities	30-Sep-16	Achieved	(Q1 2016/17) - The study has been completed and the Study Report has been drafted. In the first instance, the Draft Study Report will be considered by the Council's Management Board, following which it will be submitted to the Overview and Scrutiny Committee for consideration and discussion.
				(Q2 2016/17) - The Study has been completed. The findings will be reported to a Briefing Session for all members immediately before the Council meeting on 1st November 2016.
				(Q3 2016/17) - The Briefing Session for members was held on 1st November 2016.
2) Commence the implementation of the action plan formulated as a result of the multi-service study	Communities	30-Sep-16	Achieved	(Q1 2016/17) -This will be implemented following consideration of the Study Report by the Overview and Scrutiny Committee, as referred to in (1) above.
				(Q2 2016/17) - Now that the Study has been completed, the resultant Action Plan is currently being formulated.
				(Q3 2016/17) - The Action Plan has been produced and is starting to be implemented. 6-Month Progress Reports on the Action Plan will be reported to the Communities Select Committee, with the first report in June 2017.
3) Review the delivery of housing support at the Council's sheltered housing schemes in the District.	Communities	31-Jan-17	Pending	(Q1 2016/17) - Initial ideas have been formulated on how housing support could be delivered at the Council's sheltered housing schemes in the future. However, this project is being held in abeyance, pending consideration by the Communities Select Committee and the Cabinet on the options for the future delivery of the Council's Careline Service.
				(Q2 2016/17) - As Q1.

4) Review the Council's sheltered housing stock assets, with a view to rationalisation and modernisation through a strategic approach.

Communities

30-Jun-16



Pending

(Q3 2016/17) - This project continues to be held in abeyance, since the current focus of attention is on the preparations for the implementation of the decisions to be made by the Cabinet in February 2017 on the recommendations of the Communities Select Committee - which is to outsource the Careline Monitoring Service.

(Q1 2016/17) - A number of proposals have been formulated by a project team led by the Director of Communities. It is intended that an initial report on the approach to the review will be submitted to the Communities Select Committee in November 2016 for consideration.

(Q2 2016/17) - As Q2 - but the report may be held over to the January 2017 meeting of the Select Committee, due to officer workload and the number of reports already due to be considered at the November meeting.

(Q3 2016/17) This project is being held in abeyance until the future of the Council Housebuilding Programme has been determined through Stage 1 of the further HRA Financial Options Review.

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Report to Overview & Scrutiny Committee



Date of meeting: 28 February 2017

SCRUTINY



Subject: Scrutiny of External Organisations - Central Line Services and Infrastructure

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

Democratic Services Officer: A. Hendry (01992) 564246

Recommendations/Decisions Required:

That the Committee note further information received from Transport for London, in respect of recent scrutiny of local Central Line services and infrastructure.

1. (Director of Governance) At its meeting on 19 December 2016, the Committee raised concerns in respect of aspects of local Central Line services and infrastructure, with representatives of Transport for London (TfL).

2. At the meeting, TfL undertook to provide further information on a number of matters raised by the Committee. These issues and the response of TfL, are as follows:

- (a) **The development of opportunities for Epping Forest District Council to engage with TfL in relation to local Central Line services and infrastructure on an ongoing basis, particularly given the high number of London Underground stations within the district when compared with adjoining London Boroughs, with whom TfL appear to have established a structured approach to formal consultation and engagement**

TfL is currently transforming its organisational structure. The issue of a more explicitly structured and resourced approach by TfL to all its engagement with the non-GLA authorities is being considered as part of the transformation work which is expected to be complete later this year. As an interim arrangement Mark Hart be willing in his role as Stakeholder Engagement Manager for the Central Line, to act as a point of contact for transport matters.

- (b) **Arrangements for the sale of Oyster cards at local outlets in the CM16 post code area and the perceived 'restriction' on the sale of Oyster at multiple outlets**

We have a fixed number of Oyster issuing devices, which are allocated to a network of up to 4,000 Oyster Ticket Stops throughout Greater London to enable customers to top-up Oyster cards and purchase ticketing products. A requirement for a minimum number of Oyster Ticket Stops has been identified in each of approximately 250 post code areas to provide appropriate coverage, based on a number of factors including (but not limited to) population, number and location of bus routes and whether there are alternative Oyster issuing facilities nearby. The network is managed by Oyster Sales Service on our behalf.

Applications for an Oyster Ticket Stop agency will be considered taking all the above factors into account. Any interested vendors should contact Oyster Sales Service: ossapplicants@cubic.com; 0330 111 1100.

(c) The current condition of the Central Line track between Epping and Loughton Stations and the very 'rough' ride experienced by passengers on this stretch of the line

We apologise to any customers whose journeys are not satisfactory. We have a robust inspection and maintenance regime on London Underground where our tracks are regularly inspected to ensure that they are in optimum condition and customers can enjoy the best journeys possible. Any maintenance work identified following inspection will be undertaken as a matter of priority.

The Central Line is currently subject to a programme of rail tamping on the East end of the line. Track tamping is done using a specially equipped train that adjusts the stone ballast and gives better support to the track (sleepers and rails). This work began in November and is expected to complete by early spring, the Epping to Loughton section will be tamped from the middle of February and customers should notice an improvement as a result.

(d) The allocation of funding from the Mayor of London for the provision of step-free access to platform level at London Underground stations, and whether the award of funding for access works at specific stations is subject to match-funding from the relevant local authority or elsewhere

In general, the new programme will still need to optimise partnership and funding contribution opportunities but this is no longer the main drive for defining the pace of and selection of which step free schemes to progress. We no longer need match funding in order to progress a scheme, but we will gladly accept contributions where they exist.

With regard to Buckhurst Hill, Essex County Council has stated that it would contribute £10k towards the feasibility study at Buckhurst Hill and we will be taking them up on that offer. We will share the Buckhurst Hill feasibility study with the local authority when it is finished (probably February 2017).

3. The Committee may wish to add further scrutiny of local Transport for London services, to its work programme for 2017/18.

Resource Implications:

The recommendations of this report seek to enable scrutiny activity to more effectively meet work programme requirements.

Legal and Governance Implications:

The Council's constitution sets out rules for the management of its overview and scrutiny responsibilities. Although external organisations are not generally required by legislation to attend before the Overview and Scrutiny Committee, it is hoped that most would be willing to engage constructively with the Council's scrutiny activity when invited to do so.

Safer, Cleaner, Greener Implications:

There are no implications arising from the recommendations of this report in respect of the Council's commitment to the Climate Local Agreement, the corporate Safer, Cleaner, Greener initiative, or any crime and disorder issues within the district.

Consultation Undertaken:

The scrutiny of a number of overarching themes and specific issues of local Central Line services and infrastructure were identified by the Committee at its meeting on 19 July 2016.

Background Papers:

None

Impact Assessments:

Risk Management

The Council's constitution sets out rules for the management of its overview and scrutiny responsibilities.

Equality:

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

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Report to Overview & Scrutiny Committee



Date of meeting: 28 February 2017

SCRUTINY



Subject: Scrutiny of External Organisations – Local Highway Services and Infrastructure

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

Democratic Services Officer: A. Hendry (01992) 564246

Recommendations/Decisions Required:

That the Committee consider arrangements for the external scrutiny of local highway services and infrastructure.

1. (Director of Governance) The Committee has previously requested that Essex County Council be invited to attend a future meeting, to respond to the concerns of members in respect of aspects of local highway services and infrastructure.
2. Although it was hoped that appropriate members and officers of the County Council would be able to attend this meeting, this has unfortunately not proved to be possible.
3. The Policy and Strategy Advisor to Councillor E. Johnson (Cabinet Member for Highways and Transport) has advised that if the Committee has specific questions that it wishes to raise with Councillor Johnson or relevant officers, the following alternative options could be considered:
 - if members wish to submit detailed questions, the County Council will ensure the provision of a comprehensive written response to such matters;
 - a delegation from the Committee could attend County Hall on a Tuesday during February or March 2017 (from 12.00 midday to 1.00pm) to raise appropriate matters with the Cabinet Member;
 - in the medium term, as a process of education and engagement with districts and parishes, Essex Highways are about to start the roll-out of a programme of engagement to discuss issues, where members have an opportunity to understand the service and ask questions (it is suggested that Epping Forest could be one of the earlier districts to receive a visit in the schedule).
4. Essex County Council has been advised that the Council will not be in a position to respond to these proposed alternative approaches to its external scrutiny, until they have been considered by the Committee.
5. The scrutiny of a number of overarching themes and specific issues of local highway services were identified by the Committee at its meeting on 19 July 2016.
6. The Committee is requested to consider how it wishes to take this external scrutiny matter forward.

Resource Implications:

The recommendations of this report seek to enable scrutiny activity to meet the work programme requirements of the Committee effectively.

Legal and Governance Implications:

The Council's constitution sets out rules for the management of its overview and scrutiny responsibilities. Although external organisations are not generally required by legislation to attend before the Overview and Scrutiny Committee, it is hoped that most would be willing to engage constructively with the Council's scrutiny activity when invited to do so.

Safer, Cleaner, Greener Implications:

There are no implications arising from the recommendations of this report in respect of the Council's commitment to the Climate Local Agreement, the corporate Safer, Cleaner, Greener initiative, or any crime and disorder issues within the district.

Consultation Undertaken:

This report seeks the identification of a way forward in respect of external scrutiny activity by the Committee. No further consultation is considered necessary.

Background Papers:

None

Impact Assessments:***Risk Management***

The Council's constitution sets out rules for the management of its overview and scrutiny responsibilities.

Equality:

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

Report to Overview & Scrutiny Committee



SCRUTINY



Epping Forest District Council

Date of meeting: 28 February 2017

Subject: Scrutiny of External Organisations – Princess Alexandra Hospital NHS Trust

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

Democratic Services Officer: A. Hendry (01992) 564246

Recommendations/Decisions Required:

- (1) That the Committee note that appropriate external scrutiny of the Princess Alexandra Hospital NHS Trust, in response to the concerns of the Care Quality Commission in respect of aspects of inpatient, outpatient and other medical and emergency services Princess Alexandra Hospital, will now be undertaken at the meeting to be held on 6 June 2017; and
 - (2) That the Committee receive a report from Councillor R. Gadsby (in the capacity of a member of Essex County Council), of the recent scrutiny of the improvement plans of Princess Alexandra Hospital NHS Trust, by the Essex Health Overview and Scrutiny Committee.
1. (Director of Governance) As the Committee will be aware, the Chairman and Chief Executive of Princess Alexandra Hospital NHS Trust were not able to attend its meeting on 30 January 2017, as a result of operational pressures. The Trust has confirmed that its Chairman and Chief Executive will now both attend the Committee in the next municipal year and this has provisionally been arranged for the meeting to be held on 6 June 2017.
 2. The Health Overview and Scrutiny Committee (HOSC) of Essex County Council undertook its own scrutiny of the improvement plans of Princess Alexandra Hospital NHS Trust, at its meeting on 8 February 2017. Although the Overview and Scrutiny Committee agreed at its last meeting that Councillor G. Mohindra represent the Council at this meeting of the HOSC, the Chairman of the HOSC subsequently determined that, as Councillor R. Gadsby is an Essex County Council appointee to the HOSC, she should represent the views of the Epping Forest District at the meeting.
 3. Councillor Gadsby has therefore been requested to provide a full report of the HOSC's scrutiny of the improvement plans of Princess Alexandra Hospital NHS Trust, to this meeting.

Resource Implications:

The recommendations of this report seek to enable scrutiny activity to more effectively meet work programme requirements.

Legal and Governance Implications:

The Council's constitution sets out rules for the management of its overview and scrutiny

responsibilities. Although external organisations are not generally required by legislation to attend before the Overview and Scrutiny Committee, it is hoped that most would be willing to engage constructively with the Council's scrutiny activity when invited to do so.

Safer, Cleaner, Greener Implications:

There are no implications arising from the recommendations of this report in respect of the Council's commitment to the Climate Local Agreement, the corporate Safer, Cleaner, Greener initiative, or any crime and disorder issues within the district.

Consultation Undertaken:

The scrutiny of a number of overarching themes and specific issues of of inpatient, outpatient and other medical and emergency services Princess Alexandra Hospital were identified by the Committee at its meeting on 19 December 2016.

Background Papers:

None

Impact Assessments:

Risk Management

The Council's constitution sets out rules for the management of its overview and scrutiny responsibilities.

Equality:

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



**Epping Forest
District Council**

THE KEY DECISION LIST

INCLUDING PROPOSED PRIVATE DECISIONS

(9 February 2017)

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

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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 2016/17

- (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 2016/17

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

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Contact Officer

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Senior Democratic Services Officer

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WORK PROGRAMME - 9 FEBRUARY 2017 TO 9 JUNE 2017

PORTFOLIO - LEADER

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Transformation Programme 2016-17	To monitor the progress of the Programme and consider any business cases.	Yes	2 February 2017 9 March 2017	Cabinet Cabinet		Glen Chipp 01992 564758 David Bailey 01992 564105	
Project and Programme Management	To consider options to improve the management of projects and programmes.	Yes	9 March 2017	Cabinet		David Bailey 01992 564105	Transformation Programme reports
Civic Offices Review	To review the current & alternative uses of the Civic Offices, and consider the potential for relocation.	Yes	9 March 2017	Cabinet	YES, paragraph (3)	Bob Palmer 01992 564279	Previous reports to Cabinet on Transformation
Customer Contact	To consider options to improve the main Reception at the Civic Offices.	Yes	9 March 2017	Cabinet		Simon Hill 01992 564249	Transformation Programme Customer Contact Reports
Key Action Plan 2016/17 - Q3 Progress	To review progress in Quarter 3 to achieve the Key Action Plan for 2016/17.	No	9 March 2017	Cabinet		Barbara Copson 01992 564042	Corporate Plan 2015-20

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ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Results of Local Plan Public Consultation	To review the initial results of the public consultation on the Section 18 Local Plan.	Yes	9 March 2017	Cabinet		Alison Blom-Cooper 01992 564066	

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Budget 2017/18	The budget setting process for 2017/18, including:	Yes				Bob Palmer 01992 564279	
	1...Financial Issues Paper		14 July 2016	Finance and Performance Management Cabinet Committee			
	2...Fees & Charges		10 November 2016	Finance and Performance Management Cabinet Committee			
	3...Draft Budget		19 January 2017	Finance and Performance Management Cabinet Committee			
	4...Executive Approval		2 February 2017	Cabinet			
5...Final Approval	21 February 2017	Council					
Local Council Tax Support Scheme 2018/19	Review of the Scheme for 2018/19:	Yes				Janet Twinn 01992 564215	
	1...Consider amendments.		11 July 2017	Cabinet			
	2...Finalise Scheme.		7 December 2017	Cabinet			
3...Approve Scheme.	21 December 2017	Council					

WORK PROGRAMME - 9 FEBRUARY 2017 TO 9 JUNE 2017

PORTFOLIO - ENVIRONMENT

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Bobbingworth Nature Reserve	Waiver of Contract Standing Orders to ensure continuity of specialist knowledge required for the effective on-going operation and maintenance of this ex-landfill site.	No	2 December 2016	Environment Portfolio Holder		Sue Stranders 01992 564197	
Waste and Recycling Policies	Update to Waste & Recycling Policies	Yes	2 February 2017	Cabinet		Kim Durrani 01992 564055	None

WORK PROGRAMME - 9 FEBRUARY 2017 TO 9 JUNE 2017

PORTFOLIO - HOUSING

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Homelessness Initiatives	To agree CSB growth to fund homelessness initiatives.	Yes	19 January 2017	Finance and Performance Management Cabinet Committee		Roger Wilson 01992 564419	
CAB Debt Advisors	To agree an extension of funding for one year.	Yes	19 January 2017	Finance and Performance Management Cabinet Committee		Roger Wilson 01992 564419	
CARE Agency	To agree the approach to the loss of HRS funding from Essex CC.	Yes	19 January 2017	Finance and Performance Management Cabinet Committee		Lyndsay Swan 01992 564146	
Housing Association Grant to East Thames	To agree the provision of Housing Association Grant to East Thames, funded from 141 replacement capital receipts.	Yes	2 February 2017	Cabinet		Alan Hall 01992 564004	
Review of the Careline Monitoring Service	To undertake a review of the future arrangements for the monitoring of alarm calls from the Careline Service Users.	Yes	2 February 2017	Cabinet		Roger Wilson 01992 564419	
Void Works Contract	To accept a tender for the Void Works contract.	Yes	2 February 2017	Cabinet		Haydn Thorpe 01992 564162	
Materials Supply Chain - Housing Service	To appoint a new materials supplier.	Yes	10 February 2017	Housing Portfolio Holder		Paul Pledger 01992 564248	
CHBP Phase 3	To accept tenders for the development at London Road, Stanford Rivers as part of the Council Housebuilding Programme.	Yes	10 February 2017	Housing Portfolio Holder		Paul Pledger 01992 564248	
Hillhouse Development, Waltham Abbey	Appropriation of EFDC land for planning purposes and release of covenants for ECC land.	Yes	9 March 2017	Cabinet		Alan Hall 01992 564004	Financial Appraisal of the Development Viability

CHBP Modular Accommodation	To consider a pilot scheme for the provision of modular accommodation for single vulnerable homeless people as part of the Council Housebuilding Programme.	Yes	9 March 2017	Cabinet		Alan Hall 01992 564004	
Stage 1 HRA Financial Options Review	To adopt an approach to ensure that the HRA does not fall into deficit	Yes	30 March 2017	Finance and Performance Management Cabinet Committee		Alan Hall 01992 564004	
CHBP Progress Report	To receive a progress report on the Council Housebuilding Programme.	Yes	3 April 2017	Council Housebuilding Cabinet Committee		Paul Pledger 01992 564248	
CHBP Financial Report	To receive a financial monitoring report on the Council Housebuilding Programme.	Yes	3 April 2017	Council Housebuilding Cabinet Committee		Paul Pledger 01992 564248	
CHBP Unsuitable Sites	To agree the future of sites considered unsuitable for development as part of the Council Housebuilding Programme.	Yes	3 April 2017	Council Housebuilding Cabinet Committee		Paul Pledger 01992 564248	
CHBP Annual Report	To approve the Annual Report on the Council Housebuilding Programme.	Yes	3 April 2017	Council Housebuilding Cabinet Committee		Paul Pledger 01992 564248	
CHBP Appropriations	To agree the closure of appropriations of land.	Yes	3 April 2017	Council Housebuilding Cabinet Committee		Paul Pledger 01992 564248	
CHBP Risk Register	To agree the Risk Register for the Council Housebuilding Programme.	Yes	3 April 2017	Council Housebuilding Cabinet Committee		Paul Pledger 01992 564248	
CHBP Project Plan	To receive the Project Plan.	Yes	3 April 2017	Council Housebuilding Cabinet Committee		Paul Pledger 01992 564248	
Housing Strategy	To adopt a new Housing Strategy.	Yes	25 July 2017	Council		Alan Hall 01992 564004	
Sheltered Housing Assets	To agree a Strategy for the future provision of individual housing schemes.	Yes	7 September 2017	Cabinet		Alan Hall 01992 564004	
Sheltered Housing Service	To agree the future approach to the Service.	Yes	1 February 2018	Cabinet		Roger Wilson 01992 564419	
Review of	To agree a new Housing	Yes	1 February 2018	Cabinet		Roger Wilson	

Housing Allocations Scheme & Tenancy Policy	Allocations Scheme and Tenancy Policy.					01992 564419	
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ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
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ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Off Street Car Parking Enforcement Policy	Off street car parking enforcement policy and associated decisions to enable the new arrangements with NSL to operate effectively.	Yes	9 March 2017	Cabinet		Kim Durrani 01992 564055	Previous reports to Cabinet & Portfolio Holder Advisory Group

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
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WORK PROGRAMME - 9 FEBRUARY 2017 TO 9 JUNE 2017

PORTFOLIO - ASSETS & ECONOMIC DEVELOPMENT

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Epping Forest Shopping Park	Update report on progress with the project.	Yes	13 April 2017	Asset Management and Economic Development Cabinet Committee	YES, paragraph (3)	Derek Macnab 01992 564050 Chris Pasterfield 01992 564124	Report by Colliers International Previous reports to the Cabinet
Lease of Land Brooker/Cartersfield Road, Waltham Abbey	To agree a capital bid to facilitate revised lease arrangements for this site in Waltham Abbey.	Yes	2 February 2017	Cabinet		Derek Macnab 01992 564050	Previous reports to Cabinet
Sale of Council Owned Sites	To seek guidance on the marketing of two Council owned sites, namely Pyrles Lane Nursery & Lindsay House.	Yes	9 March 2017	Cabinet		Derek Macnab 01992 564050	Previous reports to Cabinet

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WORK PROGRAMME - 9 FEBRUARY 2017 TO 9 JUNE 2017**PORTFOLIO - GOVERNANCE & DEVELOPMENT
MANAGEMENT**

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
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	2 June 2017	Governance and Development Management Portfolio Holder		Alan Hall 01992 564004	None

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Overview and Scrutiny Work Programme 2016/17

Overview and Scrutiny Committee

Chairman – Councillor M. Sartin

Item	Report Deadline / Priority	Progress / Comments	Programme of Future Meetings
(1) Transport for London (Scrutiny of external organisations)	19 December 2016	External scrutiny of local Central Line services and infrastructure completed at meeting held on 19 December 2017. Response to follow-up issues reported to meeting on 28 February 2017.	07 June 2016; 19 July; 25 October; 19 December; 30 January 2017 (extra-cancelled); 28 February; and 18 April.
(2) Corporation of London (Scrutiny of External Organisations) (PICK submission)	7 June 2016	External scrutiny of proposed Epping Forest Management Plan 2017-2027 completed at meeting held on 7 June 2016. No response to follow-up issues by Superintendent of Epping Forest.	
(3) Essex County Council (Scrutiny of External Organisations)	No date identified	External scrutiny of local highway services and infrastructure. Appropriate lines of questioning and scope/focus of presentation (if required) to be finalised by the Committee at its meeting on 28 February 2017.	
(4) Overview and Scrutiny Work Programme (2017/18)	18 April 2017	To agree the work programmes for the Overview and Scrutiny Committee and each of the four select committees for 2017/18.	
(5) Corporate Priorities and Key Decisions (2017/18)	First meeting of each municipal year (June 2017)	The Leader of the Council to present the Council's corporate priorities and the Executive's programme of Key Decisions for the year and indicate where work on the Cabinet's behalf could be undertaken by overview and scrutiny.	

(6) Directorate Business Plans (2017/18)	First meeting of each municipal year (June 2017)	All Portfolio Holders to present the priorities and service challenges from the business plan for their portfolio, at the first meeting in each municipal year	
(7) Epping Forest College (Scrutiny of External Organisations)	28 February 2017	Scrutiny of plans for improvement arising from report of Ofsted (October 2016) on its 'inadequate' judgement.	
(8) Princess Alexandra Hospital NHS Trust (Scrutiny of External Organisations)	6 June 2017 (Provisional)	Scrutiny of plans for improvement arising from report of Care Quality Commission (October 2016) on its 'inadequate' judgement of the quality of care at Princess Alexandra Hospital.	
(9) Transformation Programme (PICK submission)	28 February 2017	Subject to consideration of PICK submission by the Committee on 28 February 2017.	

Overview and Scrutiny Committee – Reserve Work Programme		
ITEM	Report Deadline / Priority	Progress / Comments
(1) Barts Health NHS Trust (Whipps Cross Hospital) (Scrutiny of External Organisations)	Early in 2017/18 municipal year	Scrutiny of service improvements at Whipps Cross Hospital following report of Care Quality Commission in 2015. The Managing Director of Whipps Cross attended the meeting of the Committee in February 2016 meeting, when it was agreed that a representatives of the Trust would update the Committee on progress during 2016/17.
(2) Epping Forest Sixth-Form Consortium (Scrutiny of External Organisation.)	Early in 2017/18 municipal year	(PICK submission) To review the progress of the new 6th Form consortium set up in the District in September 2015. Originally intended to seek presentation from appropriate head teachers after a year of operation.
(3) Essex County Council (Children’s Services) (Scrutiny of External Organisations)	To be determined	Recommendation arising from Children’s Services Task and Finish Panel requires the Committee to meet with Essex County Council in respect of Children’s Services on an annual basis. The Director of Children’s Commissioning attended the meeting in April 2016. To be considered further at a later date.

Select Committees

Communities Select Committee 2016/17 (Chairman – Councillor Y Knight)

Item	Report Deadline / Priority	Progress/Comments	Programme of Future Meetings
(1) Performance against Housing Service Standards and Review	June 2016	COMPLETED – June 2016 (Housing Portfolio)	27 June 2016; 06 September; 08 November; 21 November; 17 January 2017; and 14 March.
(2) 6-Month Progress Report on Housing Strategy Action Plan 2016	June 2016	COMPLETED – June 2016 (Housing Portfolio)	
(3) Communities Key Performance Indicators (KPIs) – 2015/16 Out-Turn	June 2016	COMPLETED – June 2016 (Housing Portfolio)	
(4) Progress with Key Actions for the Corporate Plan led by the Communities Directorate – 2015/16 Out-Turn	June 2016	COMPLETED – June 2016 (Housing Portfolio)	
(5) Summary of key housing provisions of the Housing and Planning Act 2016	June 2016	COMPLETED – June 2016 (Housing Portfolio)	
(6) Annual Diversity Report of Housing Applicants and Lettings	September 2016	COMPLETED – September 2016 (Housing Portfolio)	
(7) Annual Report on the HomeOptions Choice Based Lettings Scheme	September 2016	COMPLETED – September 2016 (Housing Portfolio)	
(8) Communities Key Performance Indicators (KPIs) – Quarter 1	September 2016	COMPLETED – September 2016 (Housing Portfolio)	

(9) Progress with Key Actions for the Corporate Plan led by the Communities Directorate – Quarter 1	September 2016	COMPLETED – September 2016 (All Portfolios)	
(10) Annual Feedback on the success of the Crucial Crew initiative and learning points for future programmes	September 2016	COMPLETED – September 2016 (Safer Greener Transport Portfolio)	
(11) Annual Report of the Community Safety Partnership	8 November 2016	(Safer Greener Transport Portfolio) COMPLETED	
(12) Annual feedback on the success of the Summer Holiday Activity Programme and learning points for the future	8 November 2016	(Leisure and Community Service Portfolio) COMPLETED	
(13) Six-Monthly Progress Report on Housing Business Plan Action Plan 2016/17	21 November 2016	(Housing Portfolio) - COMPLETED	
(14) Six-Month Review of the HRA Financial Plan 2016/17	21 November 2016	(Housing Portfolio) - COMPLETED	
(15) Communities Key Performance Indicators (KPIs) – Quarter 2	21 November 2016	(Housing Portfolio) - COMPLETED	
(16) Progress with Key Actions for the Corporate Plan led by the Communities Directorate – Quarter 2	21 November 2016	(All Portfolios) - COMPLETED	
(17) Annual feedback on the success of the Reality Roadshow initiative and learning points for the future	January 2017	(Leisure and Community Service Portfolio) - Completed	

(18) Housing Strategy Key Action Plan 2016 – 12 Month Progress Report	January 2017	(Housing Portfolio) - Completed	
(19) Briefing on the proposed Council rent increase for 2017/18	January 2017	(Housing Portfolio) - Completed	
(20) Communities Key Performance Indicators (KPIs) – Quarter 3	March 2017	(Housing Portfolio)	
(21) Communities Key Performance Indicators (KPIs) – Targets for 2017/18	March 2017	(Housing Portfolio)	
(22) Progress with Key Actions for the Corporate Plan led by the Communities Directorate – Quarter 3	March 2017	(All Portfolios)	
(23) 12-monthly Progress report on Housing Business Plan Action Plan 2016/17	March 2017	(Housing Portfolios)	
(24) Annual Report from representatives of the Youth Council on completed and proposed activities	March 2017	(Housing Portfolio)	
(25) Presentation on Disabled Facilities Grants and current demand and expenditure	September 2016	COMPLETED – September 2016 (Housing Portfolio)	
(26) Approach to promotion and marketing of support and financial incentives for under-occupying tenants wanting to transfer	September 2016	COMPLETED – September 2016 (Housing Portfolio)	
(27) Attendance by Essex Police District Commander at next meeting – Discussion on issues to raise	September 2016	(Safer Greener Transport Portfolio) COMPLETED	

(28) Presentation by Epping Forest CAB on its use of EFDC funding for their two Debt Advisors	January 2017	(Housing Portfolio) - Completed	
(29) Consultation on the Council's HRA Financial Options Review – prior to consideration by the Finance and Performance Management Cabinet Committee	January March 2017	(Housing Portfolio)	
(30) Review of the Council's Careline Service	21 November 2016	(Housing Portfolio) - COMPLETED	
(31) Presentation from Essex Police's District Commander on current policing and crime issues in the District	8 November 2016	(Safer Greener Transport Portfolio) COMPLETED	
(32) Review of CCTV Action Plan	January 2017?	(Safer Greener Transport Portfolio)	
(33) Review of the future use of sheltered/grouped housing scheme sites	July 2017	(Housing Portfolio)	
(34) Housing Strategy 2017-2022	March 2017	(Housing Portfolio)	
(35) Approach to decommissioning CCTV Systems	8 November 2016	COMPLETED – (Safer Cleaner Transport)	

**Governance Select Committee 2016/17
(Chairman – Councillor N Avey)**

Item	Report Deadline / Priority	Progress / Comments	Programme of Future Meetings
(1) Review of the Elections and EU Referendum May & June 2016	29 September 2016	Review of the processes for the EU Referendum, District Council and Parish Council elections COMPLETED	05 July 2016; 29 September; 29 November; 31 January 2017; 04 April
(2) Review of Public Consultations	5 July 2015	Annual Review COMPLETED	
(3) Key Performance Indicators 2015/16 – Q4 (Outturn) Performance	5 July 2016	Governance indicators only COMPLETED	
(4) Key Performance Indicators 2016/17 – Quarterly Performance Monitoring	Q1 – September 2016 Completed Q2 – November 2016 Completed Q3 – January 2017	Governance indicators only	
(5) Development Management Chair and Vice Chair's Meeting	Received a report of the 4 Oct 2016 meeting at their Nov '16 meeting	To receive feedback from meetings of Chair and Vice Chair's of the Area Planning and District Development Management Committees	

(6) Equality Objectives 2012-2016 – 6 monthly reporting	5 July 2016	COMPLETED	
(7) Equality Objectives 2016-2020 – 6 monthly reporting	Q2 29 November 2016	COMPLETED	
(8) Annual Equality Information Report - 2016	29 September 2016	COMPLETED	
(9) Corporate Plan Key Action Plan 2015/16 – Q4 (Outturn) Position	5 July 2016	Governance actions only COMPLETED	
(10) Corporate Plan Key Action Plan 2016/17 – quarterly reporting	Q1 – September 2016 Completed Q2 – November 2016 Completed Q3 – January 2017	Governance actions only	
(11) Petitions Scheme	29 November 2016 (Not completed)	Review of the Council's Petitions Scheme	
(12) Compliments and Complaints	TBA	Review of the Compliments and Complaints procedures of the Council.	

(13) Enforcement	4 April 2017	This item will include Planning Enforcement but corporate and benefit fraud as well, within the Governance remit.	
(14) Building Control	4 April 2017		
(15) Essex County Council Highways	31 January 2017	Completed - Invitation to Essex County Council Highways representative to make a presentation to answer questions. This was a single item meeting to be held in the Council Chamber	
(16) Initial Proposals for New Parliamentary Constituency Boundaries for the Eastern Region	29 November 2016	The Boundary Commission for England is reviewing Parliamentary constituency boundaries and is looking at reducing the number of constituencies in Essex from 18 to 17. <i>Following consultation with Members through the Council Bulletin, no adverse comments had been received regarding the proposals, therefore with the Chairman's permission, this item has been removed from the Work Programme.</i>	
(17) Invitation to new Customer Services Manager to attend a meeting	TBA		

Neighbourhoods Select Committee 2016/17 (Chairman – Councillor N Bedford)

Item	Report Deadline / Priority	Progress / Comments	Programme of Future Meetings
(1) Enforcement activity	March 2017	Annual report Committee	28 June 2016; 13 September; 15 November;
(2) KPIs 2015/16 – Outturn Review	First meeting of each municipal year.	Outturn KPI performance report for 2015/16 went to the June 2016 meeting.	24 January 2017

(3) KPI's for 2016/17 – Quarterly Review	Quarterly	Review of quarterly performance: Q1 in September 2016; COMPLETED Q2 in November 2016; COMPLETED Q3 in March 2017	(cancelled); 21 March
(4) Corporate Plan Key Action Plan 2015/16 – Outturn Review	First meeting of each municipal year	Outturn Key Action Plan 2015/16 performance considered at the June 2016	
(5) Corporate Plan Key Action Plan 2016/17 – Quarterly Review	Quarterly	Review of Quarterly performance: Q1 September 2016; COMPLETED Q2 November 2016; COMPLETED Q3 March 2017	
(6) To receive updates from the Green Corporate Working Party	As appropriate (Last update received on the current position in November '16)	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.	
(7) 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 November '16 meeting)	
(8) Presentation on the problems and possible solutions for fly-tipping in the EFDC area.	13 Sept. 2016	To receive an update from EFDC officers on fly-tipping. COMPLETED	
(9) To receive an annual update on the Environmental Charter	June 2017	At their meeting on 28 June 2016 the Committee agreed to receive an annual update of the Council's Environmental Charter.	
(10) Review of Land Drainage arrangements.	13 Sept. 2016	Item from the O&S Co-ordinating Group. To receive a presentation from officers on land drainage arrangements and problems. COMPLETED	

(11) Review of arrangements for ensuring the behaviour of Licenced Taxi Drivers.	TBA	Item from the O&S Co-ordinating group.	
(12) Yearly Review of the Off-Street Parking Service	TBA	At their November 2016 meeting the Committee agreed to review on an annual basis the off-street parking service recently taken over by EFDC from NEPP.	

Resources Select Committee 2016/17 (Chairman – Councillor S Kane)			
Item	Report Deadline / Priority	Progress / Comments	Programme of Future Meetings
(1) Key Performance Indicators 2015/16 – Outturn Review	Outturn KPI Performance considered at the first meeting of each municipal year.	Outturn KPI performance report for 2015/16 went to July 2016 meeting	12 July 2016; 10 October; 06 December; 07 February 2017; and 28 March
(2) To review the specific quarterly KPI 2016/17	Quarterly	Review of quarterly performance: Q1 in October 2016 - COMPLETED; Q2 in December '16 - COMPLETED; Q3 in February '17 - COMPLETED	
(3) Corporate Plan Key Action Plan 2015/16 – Outturn review	First meeting of each municipal year	Outturn Key Action Plan 2015/16 performance went to July 2016 meeting	
(4) Corporate Plan Key Action Plan 2016/17 – quarterly review	Quarterly	Review of quarterly performance: Q1 October 2016 - COMPLETED; Q2 December 2016 - COMPLETED; Q3 February 2017 - COMPLETED	
(5) 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.	

(6) ICT Strategy – progress & Call handling	Progress against ICT Strategy Considered on an annual basis. Update to go to March 2017 meeting.	Progress report on call/response handling. Also to receive a report on options following introduction of new telephony system. <i>Last Update in October '16 on telephone monitoring statistics</i>	
(7) Fees and Charges 2017/18	Proposed fees and charges for 2017/18 – for October 2016 meeting.	Proposed fees and charges considered on an annual basis each October	
(8) Provisional Capital Outturn 2015/16	Provisional outturn for 2015/16 for July meeting.	Provisional Capital Outturn considered on an annual basis at first meeting in each municipal year.	
(9) Provisional Revenue Outturn 2015/16	Provisional Outturn for 2015/16 for July 2016 meeting.	Provisional Revenue Outturn considered on an annual basis at first meeting in each year.	
(10) Sickness Absence Outturn	July 2016	To review the Sickness Outturn report for 2015 -16 – went to the July 2016 meeting.	
(11) Sickness Absence	Half-yearly progress reports for 2016/17 to be considered at December and July meetings.	Detailed progress against achievement of sickness absence targets reviewed on a six-monthly basis <i>Last report received at December 2016 meeting.</i>	
(12) Medium Term Financial Strategy & Financial issues paper	October 2016	To receive the financial issues Paper and Medium term financial strategy including 4 year General Fund forecast.	

(13) Quarterly Financial Monitoring	Oct. 2016 - Completed; Dec. 2016 Completed; & Feb. 2017	To receive quarterly financial monitoring Reports	
(14) Review of Risk Management Arrangements	March 2017	Item from the O&S Co-ordinating Group. To review the trends in claims experience	
(15) Review of Section 106 monies and monitoring report	Dec 2016	Item from O&S Co-ordinating group. Section 106 agreements attempt to alleviate significant impacts on the local area and reach an agreement with the developer to mitigate the costs of additional infrastructure. The Community Infrastructure Levy (CIL) looks at the wider area infrastructure and tries to gain funding for its implementation. The two funding streams cannot fund the same infrastructure.	
(16) Cost of Member and corporate activities	February 2017	Completed - Item from O&S Co-ordinating Group. To review requests for meetings/reports and examine the cost implications.	
(17) Shared Services Working	TBA	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. <i>Last update at December 2015 meeting.</i>	
(18) Housing Benefit Fraud & Compliance	February 2017	Completed - Received a report in February 2016 on the fraud team's work.	
(19) Invest to Save update	December 2016	Received report updating the Committee on the Council's Invest to Save scheme	

(20) General update on the General Fund CSB, DDF and ITS	December 2016	Received an updating report on the CSB, DDF and ITS schemes.	
(21) Review of Agency Staff and their cost by Directorate	March 2017	To review the Audit report.	

**Request by Member for Scrutiny Review
2016/17 Work Programme**



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

<p>Proposers Name:</p> <p>Councillor A. Patel</p>	<p>Date of Request</p> <p>30 January 2017</p>
<p>Supporting Councillors (if any):</p> <p>Councillor S. Kane</p>	
<p>Summary of Issue you wish to be scrutinised:</p> <p>This proposal concerns the development of arrangements for Overview and Scrutiny to:</p> <ul style="list-style-type: none"> • support the delivery of the Council’s Transformation Programme; • hold the Cabinet to account for the quality and impact of projects and initiatives within the Transformation Programme and the achievement of specific outcomes; and • ensure that the Transformation Programme delivers value for money for the Council. <p>Background</p> <p>We are concerned that there is currently a perceived lack of awareness and understanding amongst many members of the Council, of the aims and objectives of the authority’s Transformation Programme, particularly around the following issues:</p> <ul style="list-style-type: none"> • the overall aims of the programme; • the scope and duration of the programme; • the issues that the programme is designed to address and the specific projects included in the programme; • the likely costs of the programme and the financial benefits expected from its completion; and • the main risks arising from the programme and how these are being addressed. <p>It is proposed that Overview and Scrutiny should therefore have a specific role in examining and challenging the progress of the Transformation Programme, whilst ensuring that constructive and specific feedback is provided as appropriate.</p> <p>Although it is a matter for the Overview and scrutiny Committee to consider how this request should be handled, in accordance with Paragraph 35 of Article 6 of the Constitution, we would like to suggest that a Task and Finish Panel be established to take forward a review of current activity around the Transformation Programme and the development of proposals for meaningful ongoing overview and scrutiny involvement in the programme. We would propose that the following matters form the basis of the work of such Task and Finish Panel:</p>	

- a presentation by the Chief Executive and the Head of Transformation, setting out the objectives of the Transformation Programme, to provide a clear understanding of both intended outcomes and the nature of the transformation process;
- a report on the scope, duration and milestones of the programme and arrangements for ensuring sustained political support and the avoidance of 'mission creep';
- the apparent categorisation of some activities as transformation projects, rather than 'business as usual' activity;
- a report on the workstreams developed for the programme and on progress against specific projects;
- arrangements for the development and approval of new projects related to the programme;
- an assessment of the value for money (projected and actual) being delivered by the programme, through comparison of ongoing investment against actual and anticipated savings;
- the development of proposals for future pre-scrutiny of specific issues arising from the programme (not just key decisions), to ensure wider member awareness of transformation initiatives;
- the nature of the engagement with the Council's key stakeholders in regard to the programme;
- consideration of the sustainability of the programme going forward from the completion of its initial scope and duration;
- a review of how staff are being actively involved and engaged in the programme;
- an assessment of the impact of the programme on residents and service users; and
- the development of arrangements to ensure that Overview and Scrutiny can add value to the programme on an ongoing basis.

We would propose that the work of any Task and Finish Panel established in response to this PICK submission, be completed by September 2017, in order that appropriate recommendations (if any) can be considered by the Overview and Scrutiny Committee and the Cabinet in time for the commencement of the budget setting process for 2017/18.

In order for a Task and Finish Panel to deliver its terms of reference efficiently and effectively, it will be important to ensure that the right level of support is in place. In addition to the lead officers and Democratic Services Officers, we would like support to be provided (as appropriate) by individual project managers.

We would also propose that membership of the Task and Finish Panel (when appointed), be maintained as far as possible for 2017/18, so as to ensure continuity in the work of the panel.

NOTE: ENTRIES BELOW RELATE TO ISSUE CATEGORIES OF THE PICK PROCESS. PLEASE REFER TO THE EXPLANATORY NOTES TO THIS FORM FOR FURTHER INFORMATION

Public Interest Justification:

Transformation programmes are likely to attract a high level of public and political interest, so it is important that effective mechanisms are used to provide opportunities to increase understanding of the proposed changes and enable two-way communication and meaningful dialogue.

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

The Transformation Programme represents the Council's ambition to redesign how it

delivers services and manages operations. The outcome of the proposals is to make interaction with the council and its services easier and more cost-effective.

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

A 'highlight' report on the progress of specific projects within the auspices of the Transformation Programme, is made to the cabinet at each meeting.

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

No other reviews of the Transformation Programme are known to be taking place.

Office Use:

Pick score:

Considered By OSCC:

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Report to Overview & Scrutiny Committee



Date of meeting: 28 February 2017

SCRUTINY



Subject: Overview & Scrutiny in Local Government - Communities & Local Government Inquiry

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

Democratic Services Officer: A. Hendry (01992) 564246

Recommendations/Decisions Required:

That the Committee consider whether it wishes to respond to an inquiry of the Communities and Local Government Committee, of the effectiveness of overview and scrutiny arrangements in local government.

1. (Director of Governance) The Communities and Local Government Committee has launched an inquiry into overview and scrutiny in local government. The aim of the inquiry is to consider whether overview and scrutiny arrangements are working effectively and whether local communities are able to contribute to and monitor the work of local authorities. Full details of the inquiry can be found at <https://goo.gl/I96Pbe>.

Background

2. Overview and scrutiny arrangements were introduced by the Local Government Act in 2000 as a counterweight to increasing decision-making powers of Leaders and Cabinets or directly elected mayors. However, the Communities and Local Government Committee considers that shortcomings in such arrangements have been exposed, as a result of high profile cases, including child sexual exploitation in Rotherham, poor care and high mortality rates at Mid-Staffordshire NHS Foundation Trust and governance failings in the London Borough of Tower Hamlets.
3. The inquiry will examine existing overview and scrutiny arrangements and consider what changes may be needed to ensure local decision-makers are better held to account. The Committee has invited the submission of written evidence on the following matters as part of its inquiry:
 - (a) whether scrutiny committees in local authorities are effective in holding decision-makers to account;
 - (b) the extent to which scrutiny committees operate with political impartiality and independence from executives;
 - (c) whether scrutiny officers are independent of and separate from those being scrutinised;
 - (d) how chairs and members are selected;
 - (e) whether powers to summon witnesses are adequate;
 - (f) the potential for local authority scrutiny to act as a voice for local service users;
 - (g) how topics for scrutiny are selected;
 - (h) the support given to the scrutiny function by political leaders and senior officers, including the resources allocated (e.g. whether there is a designated officer

- team);
 - (i) what use is made of specialist external advisers;
 - (j) the effectiveness and importance of local authority scrutiny of external organisations;
 - (k) the role of scrutiny in devolution deals and the scrutiny models used in combined authorities; and
 - (l) examples where scrutiny has worked well and not so well.
4. The Committee is requested to consider whether it wishes to respond to the inquiry being undertaken by the Communities and Local Government Committee. The closing date for the receipt of written submission to the inquiry is 10 March 2017.

Resource Implications:

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

Legal and Governance Implications:

There are no legal or governance implications arising from the recommendations of this report.

Safer, Cleaner, Greener Implications:

There are no implications arising from the recommendations of this report in respect of the Council's commitment to the Climate Local Agreement, the corporate Safer, Cleaner, Greener initiative, or any crime and disorder issues within the district.

Consultation Undertaken:

The purpose of this report is to enable the Committee to consider whether it wishes to respond to the inquiry of the Communities and Local Government Committee.

Background Papers:

None

Impact Assessments:

Risk Management

The Council's constitution sets out rules for the management of its overview and scrutiny responsibilities.

Equality:

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