



Overview and Scrutiny Committee Tuesday, 18th April, 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, 18th April, 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.

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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

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

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 - 22)

To confirm the minutes of the meeting of the Committee held on 28 February 2017.

5. DECLARATIONS OF INTEREST

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

In considering whether to declare a pecuniary or a non-pecuniary interest under the Council’s Code of Conduct, 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 non-pecuniary interest in any matter before overview and scrutiny which relates to a decision of or action by another committee, 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 of the Code of Conduct 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. 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.

7. EXECUTIVE DECISIONS - CALL-IN

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

8. CO-OPTION OF YOUTH COUNCIL REPRESENTATIVE TO THE COMMUNITIES SELECT COMMITTEE (Pages 23 - 24)

(Communities Select Committee) to consider the attached report.

9. FORWARD PLAN OF KEY DECISIONS - REVIEW (Pages 25 - 42)

(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.

10. SCRUTINY OF EXTERNAL ORGANISATIONS - PRINCESS ALEXANDRA HOSPITAL NHS TRUST (Pages 43 - 46)

(Director of Governance) To consider and agree appropriate lines of scrutiny questioning for external organisations due to make presentations to the Overview and Scrutiny Committee at future meetings. Such presentations are detailed in the work programme for the Committee, which is set out elsewhere in this agenda.

11. OVERVIEW AND SCRUTINY DRAFT ANNUAL REPORT (Pages 47 - 96)

RECOMMENDATION:

To consider and comment on the draft O&S Annual Report for 2016/17.

The Committee is asked to consider whether they are happy with the draft report (attached) and to make amendments where necessary. Any comments should be submitted to Democratic Services by Wednesday, 10 May 2017 for inclusion in the final version.

A copy of each Select Committee section of the report has been sent to the relevant Chairman and lead officer of that committee for comments.

This draft is still incomplete as not all Committees have held their last meeting for the year at the time this agenda went to print.

The final report will be submitted to the next Overview and Scrutiny Committee meeting on 6th June 2017 for endorsement and then on to the nearest Full Council meeting.

12. **OVERVIEW & SCRUTINY COMMITTEE WORK PROGRAMMES 2016/17 - REVIEW (Pages 97 - 112)**

(Director of Governance) Progress towards the achievement of the work programmes for the Overview and Scrutiny Committee and each of the select committees, is reviewed by the Committee at each meeting.

(a) **Current Work Programmes**

The current overview and scrutiny work programmes are attached as an appendix to this report.

(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.

13. **EXCLUSION OF PUBLIC AND PRESS**

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

Agenda Item No	Subject	Exempt Information Paragraph Number
Nil	Nil	Nil

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

Background Papers: Article 17 - 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 and in respect of executive reports, the advice of any political advisor.

The Council will make available for public inspection for four years after the date of the meeting one copy of each of the documents on the list of background papers.

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EPPING FOREST DISTRICT COUNCIL OVERVIEW AND SCRUTINY MINUTES

Committee:	Overview and Scrutiny Committee	Date:	Tuesday, 28 February 2017
Place:	Council Chamber, Civic Offices, High Street, Epping	Time:	7.30 - 9.33 pm
Members Present:	Councillors M Sartin (Chairman) L Girling (Vice-Chairman) N Avey, N Bedford, R Brookes, D Dorrell, S Kane, A Mitchell, S Murray, A Patel, G Shiell, D Stallan, H Whitbread, J H Whitehouse and D Wixley		
Other Councillors:	Councillors R Baldwin, W Breare-Hall, R Gadsby, A Grigg, H Kane, J Lea, A Lion, G Mohindra, R Morgan, J Philip, S Stavrou, D Sunger, G Waller, C Whitbread and J M Whitehouse		
Apologies:	Councillors Y Knight, S Neville, B Rolfe and B Surtees		
Officers Present:	D Macnab (Deputy Chief Executive and Director of Neighbourhoods), S Tautz (Democratic Services Manager), T Carne (Public Relations and Marketing Officer), A Hendry (Senior Democratic Services Officer) and R Perrin (Democratic Services Officer)		
By Invitation:	S Famili (Epping Forest College)		

44. 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.

45. SUBSTITUTE MEMBERS

It was reported that Councillor H Whitbread was substituting for Councillor B Rolfe and that Councillor J H Whitehouse was substituting for Councillor B Surtees.

46. MINUTES

RESOLVED:

That the minutes of the last Committee meeting held on 19 December 2016 be signed by the Chairman as a correct record.

47. DECLARATIONS OF INTEREST

(a) Councillor D Dorrell declared a non-pecuniary, non-prejudicial interest in the following item of the agenda by virtue of his son attending Epping Forest College.

- Item 6 – Scrutiny of external organisations - Epping Forest College.

- (b) Councillor G Mohindra declared a non-pecuniary, non-prejudicial interest in the following item of the agenda by virtue of being the Chairman of the Board of Governors for Epping Forest College.
- Item 6 – Scrutiny of external organisations - Epping Forest College.

48. SCRUTINY OF EXTERNAL ORGANISATIONS - EPPING FOREST COLLEGE

The Chairman introduced the recently appointed principal of Epping Forest College, Saboohi Famili, who had been invited to address the committee on the recent Ofsted report (January 2017) on its 'inadequate' judgement of the quality of its local further education facilities and services.

Ms Famili started by saying she was happy to be sharing the plans of the college to move forward from their current situation. She had been appointed to this post in September 2016, and within five weeks they had an Ofsted visit, resulting in an 'inadequate' marking. The reasons for this were mainly because of lack of scrutiny of the situation and the lack of scrutiny from the governors to ensure that the problems were addressed. At this time we had also self assessed as inadequate and Ofsted had merely confirmed this assessment. She was pleased that one of the strengths identified by Ofsted was that the new leadership had accurately identified the problems that they faced.

As a result of this judgements they would now have more regular visits from Ofsted setting out the Ofsted support in the year to come and then will carry out another major inspection in 12 to 15 months; so they were looking to next April to have full inspection to prove that the college had moved away from being an inadequate organisation.

The inspectors came back on 26 January and their unofficial comments were that they were very impressed at the speed and progress that had been made and that the college was addressing the issues. She was pleased with the support she had received from both the District Council and Essex County Council safeguarding officers during this time and she was confident that the issues reported were addressed.

Part of the improvements was down to change in management and governance. She was delighted that Councillor Mohindra was now the Chairman of the Board of Governors and in the short period he had been in the chair he had invested a large amount of time in understanding the context of the problems of the college and the improvements needed.

The college was also involved in the government's area reviews of the larger colleges and we were recommending that we remained as a stand alone organisation while we still had these problems.

Presently our actions plans, as noted by Ofsted, have clear milestones and achievement of impacts. They are living documents that are regularly updated. We also engage with our learners and have monthly forums where we share problems and tap into the talents of the young people because it was their college and we need their help to take the college forward.

The culture of the college has radically changed it no longer has the mood of despair and disappointment; and with the help of my colleagues we are turning the college around. There was still a long way to go as it cannot be changed overnight but there was a confidence that we can turn it around and engage with staff and learners. We

have a key project going on called 'Today, Tomorrow, Together' to engage with our stakeholders as we were aware that we have also let some of our key stakeholders down, including businesses, who had to look else where for their training needs.

One of the key purposes of the college was to listen and strategically plan the future of the organisation. This 'hiccup' was something that we will be able to address within 12 months; there were already signs of improvement at the college which will get reported on by Ofsted on a regular basis. We have at least three more reports before we have our full Ofsted next year and one of the key things was that we look forward to the next 10 to 15 years instead of being completely inundated with the task in hand. We are looking to where we need to be to support the local economic development of the area and the workforce of the future and also be a college where you would be proud to send your children to.

The overall leadership of the college has changed, we have only one member of staff from the previous leadership team, this was due to colleagues realising that the way forward was to be different to what they have done in the past and we have had retirements and other natural departures within the organisation.

The chairman thanked Ms Famili for her presentation and asked Councillor Mohindra if he wished to add any thing.

Councillor Mohindra thanked Ms Famili and said that they were very lucky to have her as their principal. You will be aware that they were going through a significant transition and part of his and Ms Famili's role was to create stability. They were heading in the right direction and had put the major bits in place now and have to make them work.

The Chairman asked about recruitment and if it had been difficult due to the difficulties that the college had experienced. Ms Famili said that it had been mixed. They have been able to recruit the senior team with no problems, some being internal progressions and some external. They had just finished some recruitment last week. They were looking to get the right people in the right jobs doing the right things. They were not appointing just for the sake of appointing, they wanted to ensure that they got the right individuals to compliment the college.

Councillor Helen Kane noted that the Ofsted report showed the overall effectiveness was inadequate, leadership (too many changes), also the quality of teaching and assessment. There were serious safeguarding issues to mention just a few. The recently appointed principal understands these significant weaknesses; how confident was she and the governing body that she would turn this around. What was the time limit and who would be monitoring the action plans? Ms Famili replied that she was confident that they would turn things around. This was not a position that she took lightly, the position of the college was made clear to her at the interview. There was now a four tiered monitoring plan in place to monitor the improvements. Their Actions Plans had clear outcomes and milestones which were monitored on a monthly basis through the junior leadership team of the college who report their thoughts and findings upward, finally ending up at the board of governors. That's the level of scrutiny that this document would go through. Once every three months (roughly), Ofsted will come in and carry out a short inspection of seven agreed key themes. There will be no hiding place, Ofsted were keen to ensure the quality of every level of learning achievement. Scrutiny would also continue with the FE Commission looking at the leadership, management and governance on a three monthly basis.

Councillor H Kane responded by saying that the governing body had to challenge and scrutinise. Councillor Mohindra assured the meeting that the governing body would be robust in their scrutiny.

Councillor Murray explained that he was a teacher at Roding Valley High School and the majority of their students who did not do 'A' levels would go on to college. This was probably the worst Ofsted report that he had ever read over many years. He would like more details on how this had come about, it seems like it was part of an ingrained culture, where there was an ingrained weakness in the teaching culture. No one gets everything right all the time, as teaching was an impossible job to do in terms of getting everything right. He was pleased with the point made of their ability to identify the problems and to act upon it. Was their improvement plan a private document and could we see it?

Ms Famili said that there was no way they could separate the teaching culture of the organisation from the leadership of the organisation. The culture of the organisation prior to her arrival was one of blame and fear and as a result there were practices of hiding the truth. Their new culture was one that no longer hides anything. Over the last year the college has had six management information system managers and as a result the leadership of the organisation has not had a good idea of what was good quality. We now have a good teaching culture but have not addressed all the problems listed in the report. We now have an open door policy and have introduced coaches from within the college creating an environment that was proud to share and not afraid to ask for help. That was now the culture of the organisation. We have an open door policy so much so that I do not have an office in the college I sit in the foyer and my office has been turned into a meeting room. I am always available. As for having a quality improvement plan and action plan as hidden documents - absolutely not. You can go on our website and find them. They are updated regularly. The quality improvement Action plan is available on request. It is updated every month. Not published on the website as it is a live working document.

Councillor Murray said that he found that a very reassuring answer in lots of ways and the chairman applauded her for her accessibility as she could not think of any other education establishment that had that.

Councillor Brookes asked that in view of the recent challenges was there the possibility of a merger with a more successful college? She was told that as part of an area review for the East of England; Essex being part of this noted that this was one of the aspects that were considered. Prior to her arrival the approach of the board of governors was that the college could stay as a stand alone entity. Now, further to the challenges we have faced and the Ofsted report and growing concerns about the finances of the organisation, we do have land and a good financial balance, but quality improvement was costly and planning was not as robust as it could have been, so there were some concerns as to our finance. As a result of this the Board has asked me to actively seek out other options. Currently none of the other Essex colleges that I have approached had expressed any interest in having a group structure, not a merger, but something that was of mutual benefit for infrastructure and sharing facilities with other colleges. She has also approached colleges to the north and east of London, none have said no as yet but we are not that attractive. Once we have turned ourselves around we can then have talks with them.

Councillor Brookes noted the large turnover of teachers and asked how they could keep the good teachers and how was she tackling the culture of lateness. Ms Famili commenting about lateness said it was about the inconsistencies they had; a student might get challenged at one class but not at another. As a result students got away

with turning up late. We now have attendance monitors who walk the corridors and check attendance. If a student was not attending, then they would be texted and their parents would be texted. We send out letters every half term to the household stating the attendance of the students and highlighting any problems and issues. We have reviewed our disciplinary policy so lateness was now a disciplinary matter. But more than this we try to ensure that the lessons were of the highest quality so the students would set a higher value on them and not want to miss them. We also have problems with some students who have substance abuse and are addressing their problems as well. As for keeping our teachers one of the key elements was giving the power back to our teachers using them as professionals and let them try new things and share their successes with us and other colleges. Having said that, it was also about pay. Unfortunately we were not in a position to complete with the London Colleges, which were close by (by tube) and paid much more. It is also about the care and value we put on our staff and she was pleased to say that she was surprised by the level of interest she had received for their vacancies. We can never stop people leaving but those who stay are the ones who have the right attitude and talent for our organisation.

Councillor Dorrell noted that until recently generally everyone who went to college wanted to be there, but recently they had increased the leaving age from 16 to 18 meaning that these students may not be as well motivated, and now a lot of the higher performers go to sixth form colleges. How has the college responded to this demographic change and how will it be taken forward. Ms Famili said that about 48% of students come from outside Essex and the majority of students came from North East London, getting away from the poor culture of student life of London but also bring with them levels of behaviour from there. They come here because they have heard that we were good. We need to make sure our admission process was robust and have to be consistent in enforcing of our rules. They also have people who patrol the college, keeping an eye out and sorting problems as they arise. Everyone has to play their part and address problems as they arise and not let them slide. Although this was one of the worst Ofsted reports, we thought it used quite inflammatory language and our discipline problems were not as bad as had been indicated. We have also asked our students not to tolerate this form of behaviour and have an awareness raising week where we tackle such topics as drug taking and other behavioural problems. Our culture is to raise expectations and be supportive, but at the same time not be afraid to take hard line when needed.

Councillor Wixley said that he had visited the college in December before the Ofsted report came out. He noted that the college was doing a survey of 2000 businesses within an hours travelling time of the college, and he wondered how this had gone and what were the implications of their response following the Ofsted report. Ms Family replied that the results had not been published as yet, but said she would share the outcome when it was available.

Councillor Holly Whitbread asked what percentage of students went on to University and what level of local retention was there for local businesses or other courses. She was told that 37% of students went on to university and over 80% gained employment. She did not have any figures on local retention.

Councillor Holly Whitbread then asked how the college built up relationships with local schools and if they could improve on that. Ms Famili said they had an admission and recruitment plan where they visit schools and invited them to come to the college and so are working closely together with them. Councillor Mohindra added that it was fair to say that the college had a representational problem and hoped that members would be assured enough to publicise attendance at the college and actively encourage their residents to seriously consider attending the college.

Councillor Jon Whitehouse asked if they could take on apprentices at the college. He was told that the apprentice methodology was changing and there will be new frameworks starting from May. They could continue with the apprentices that they already have but will not be able to recruit any more or grow our apprenticeships into a new areas; that is not until the next full Ofsted report comes out in 12 to 15 months time.

Councillor Lea noted that her grandson went to the college, and when there he had noted that either there were no bus services or there were problems with the buses from Waltham Abbey, resulting presumably, in low attendance. Was there a problem, and if so, should we take this up with county? Ms Famili said she would be happy if this could be done. Along with the Tube strikes, transport was an issue. She noted that some colleges allowed later start times to allow for the teenager body clocks. If there was a later start then they would more likely be on time. However, we also need to prepare young people for the world of work. Transport was definitely a key problem for punctuality.

Councillor Sartin thanked Ms Famili for her detailed and frank presentation and asked if she happy to attend again a future meeting to update the Committee on progress made. Ms Famili said that she was happy to do so and that her invitation still stood for any Councillors to come and visit the college.

49. EXECUTIVE DECISIONS - CALL-IN

The Committee noted that two representatives of the call-in, the Portfolio Holder and the Chairman of Overview and Scrutiny had held a review of the call-in on the Cabinet Decision (C-054-2016/17) Waste Management Policies; specifically policy 10 on the supply of waste and recycling services to land registered on the Local Land Property Gazetteer.

At this meeting the lead signatory of the Call-in expressed her concerns on part 10 on the waste and recycling services. The Portfolio Holder noted the concerns and agreed that a discrepancy had been highlighted by the call-in and that he would take this back, consult with appropriate officers and revise the policy and report back to the members of the call-in on what action he would take. The two call-in representatives were asked if they were content with this plan of action and they declared that they were.

RESOLVED:

It was agreed that this call-in had effectively been withdrawn and that the Portfolio Holder would review the policy and report back to the participants of the call-in and to a suitable meeting of the Overview and Scrutiny Committee on his findings.

50. CORPORATE PLAN KEY ACTION PLAN 2016/17 - PROGRESS

The Director of Neighbourhoods introduced the report on the quarter 3 performance of the Key Objectives Key Action Plan 2016/17. The Corporate Plan was 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 were supported by Key Objectives, which provided a clear statement of the Council's overall intentions for these five years. The Key Objectives were delivered by an annual action plan, with each year building upon the progress against the achievement of the Key Objectives from previous years.

It was noted that there were 49 actions in total for which progress updates for Q3 were as follows:

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

The meeting went through the action plan page by page.

Aim (i), key objective (i)(a) - (2) progress for delivering savings – Councillor Sartin noted that was on target – was this right as it was also down as not yet due. Councillor Chris Whitbread said that as this related to the budget, it was a job that had been done. Councillor Sartin noted that this was for quarter 3 not 4 but noted that it was bound to the budget.

Aim (i), key objective (i)(b) - (2) commence Phase 2 of the Council Housebuilding programme – Councillor Sartin noted that this was marked as ‘achieved’ but also as the ‘works continue’. The Director of Neighbourhoods said that this related to a point in the original programme that was marked as achieved.

Aim (i), key objective (i)(c) – (3) Estates colleagues to include use of the in-house building control service in their standard negotiations – Councillor Sartin asked why this had not been achieved. The Director of Neighbourhoods said this may be due to the fact we had received further legal advice which we were investigating; he would take this on advice and report on the position at quarter 4.

RESOLVED:

- 1) That the Committee reviewed the Q3 progress in relation to the Corporate Plan Key Action Plan for 2016/17 and commented on any actions arising from the Key Action Plan for 2016/17, that required in-depth scrutiny or further report on current progress.

51. SCRUTINY OF EXTERNAL ORGANISATIONS - CENTRAL LINE SERVICES

On 19 December 2016 this Committee received a presentation from Officers from the London Underground (Transport for London) on aspects of the Central Line and other underground services. During this meeting they had promised to provide updates on various topics that had been brought up at the meeting. This report contained the latest information they had provided for us.

RESOLVED:

The Committee noted the recent updates received from TfL on various matters that they had undertaken to provide further information on.

52. SCRUTINY OF EXTERNAL SERVICES LOCAL HIGHWAYS SERVICES AND INFRASTRUCTURE

The meeting received an update on their previous request to Essex County Council Highways, to attend a meeting to respond to any concerns in respect of local Highway services and infrastructure.

The County Cabinet Member for Highways and Transport, Councillor E Johnson had now advised the committee that it could raise relevant questions of members and officer of the County by using any the means listed below:

- a) If members wish to submit detailed questions, the County Council will ensure the provision of a comprehensive written response to such matters;
- b) 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;
- c) 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).

These options were presented to the committee and their views sought.

Councillor Murray noted the difference in the approach of the College that had a bad Ofsted report and the Highways service that were one of the poorest services and did not want to be scrutinised. We would like them here to be scrutinised. What were our County Councillors doing to improve our service?

The Democratic Services Manager noted that officers had made repeated efforts to get them to attend as had the Chairman of the Committee. He also noted that under option 'c', county was about to pilot this with two authorities in Essex during March and was then willing to offer us as the first choice after this.

Councillor Bedford asked if the Council could use the Freedom of Information (Fol) Act to elicit answers from County, but he was warned against using this as a tool by the Council's Fol officer, Mr Tautz.

Councillor Chris Whitbread said that he appreciated the problems with this. It was important to have a face to face meeting with highways and would recommend that we had a delegation (option 'b') and that he would be happy to attend.

Councillor Stallan agreed with Councillor Whitbread and also proposed that we ask our County Councillors to attend the meeting.

The Chairman asked members of the committee to indicate by show of hands if they were in favour of option 'b' arranging a delegation to go to County Hall. A majority of members were in favour of this. The Chairman noted that we would only be given an hour's slot.

Councillor Wixley was not sure about having a delegation and would like to know what happens to any complaints made about the highways.

Councillor Jon Whitehouse noted that the Highways Panel's budget had been cut back and so it had lost its influence.

The Director of Neighbours, Mr Macnab said members could do a combination of things. They could go ahead with detailed questions (option 'a') provided before hand to the County and also take up the offer of an early visit (option 'c').

The Chairman noted that there was a tight timetable for this. The Democratic Services Manager noted that the Committee had already identified general themes some time ago. He also warned that they should not bring up any detailed, local problems but more general points.

Councillor Gadsby, noted that county was trying to revamp members inquires and they were also having these problems.

The Chairman noted that the Committee were to have a delegation (option 'b') and asked for suggestion on who should attend. Mr Macnab said it should be open to members of Overview and Scrutiny and also to some Cabinet members.

The Chairman asked that members nominate themselves to Mr Tautz if they wished to take part. Officers would ask for questions via the Council Bulletin. We will also have to arrange a date with ECC; officers will negotiate a suitable date for attendance.

RESOLVED:

- 1) That the Committee would form a delegation to attend County Hall to put forward their concerns on Highway matters;
- 2) The delegation is to be made up of Committee and Cabinet members who will self nominate;
- 3) A suitable date will be negotiated by officers; and
- 4) An item in the Council Bulletin will ask for suitable questions from members.

53. SCRUTINY OF EXTERNAL ORGANISATIONS - PRINCESS ALEXANDRA HOSPITAL

The Chairman noted that the meeting arranged with Princess Alexandra Hospital NHS Trust had been cancelled at short notice as a result of 'operational pressures'. The Trust has now confirmed that their Chairman and Chief Executive would both now attend in the new municipal year and has provisionally arranged to come to the June 2017 meeting.

The County Council's Health Overview and Scrutiny Committee (HOSC) had undertook its own scrutiny of PAH's improvement plans at its meeting on 8 February 2017. Councillor Gadsby is an ECC appointee to this committee and was also representing the views of Epping Forest District Council.

Councillor Gadsby provided a short report, attached to these minutes, on the deliberations at the HOSC meeting.

Councillor Mohindra informed the committee that PAH had been given permission to do an outline business case for future use of the site. Central Government has not give them enough funds to move to a new site. At present PAH were looking to different methods to bridge the funding gap and may be coming to Local Authorities with this.

Councillor Patel noted that there was a 20% vacancy at PAH. The hospital needed a stable staff team, how were they going to address that 20% vacancy. Councillor Mohindra noted that they were looking to 'beef up' their research programmes and had about 200 research programmes going on within the hospital, which was good and added that the staff there now were safe.

Councillor Jon Whitehouse noted that the hospital was running at a 95 to 99% capacity. No service could be run at this capacity for any length of time. PAH also runs part of the St Margaret's in Epping, which was important on the financial side, the service provision side and maybe one of the options to take some pressure of PAH was to boost the community side at St. Margaret's. Did this come up in the discussions and if not we should take an interest in it. Councillor Mohindra said that the actually land was owned by NHS Property rather than the Trust. And, the reason for the high occupancy was that there was no beds available in social care or nursing homes.

54. FORWARD PLAN OF KEY DECISIONS - REVIEW

The Committee considered the Cabinet's Key Decision List for February 2017. They noted that it was still a legal requirement for local authorities to publish a notice in respect of Key decisions 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.

Environment Portfolio

The Portfolio Holder for the Environment reminded the Committee that Bobbingworth had been a nature reserve for some time and was well worth a visit. He noted that the current contract for machinery for this site had now come to an end.

55. WORK PROGRAMME MONITORING

(a) Overview and Scrutiny Committee

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

Item 3 – Scrutiny of Highways services - a way forward had now been identified at this meeting.

Item 5 – Corporate priorities and key decisions – will go to the first meeting of the new municipal year, in June.

Select Committees

Communities Select Committee

Councillor Patel asked why item 32, the review of the CCTV action plan had a question make next to it. The Democratic Services Manager said that he would find out.

**Subsequent to the meeting it was noted that the CCTV Strategy and Action Plan was reviewed in 2015/16 and the new Strategy runs up to 2022. This item has therefore now been deleted from the work programme.*

Governance Select Committee

Councillor Janet Whitehouse asked about item 11, the petitions scheme and what was happening about it. The Democratic Services Manager replied that now the Council had a new Customer Services Manager, they would be looking at the scheme and would report back to the Select Committee early next year.

(b) Reserve Programme

Noted that items 1, 2 and 3 will be worked into next years work programme.

(c) New Work – PICK Form

The Committee noted the PICK form proposed by Councillor A Patel and supported by Councillor S Kane. Councillor Patel introduced the form and gave the background and reasons for his proposal to scrutinise the Council's Transformation Programme. He suggested that a Task and Finish Panel be set up to review the current activity around the Transformation Programme.

Councillor S Kane noted that the Transformation Programme was a long term body of work not really suited to a short sharp review by a Task and Finish Panel. He suggested that his Resources Select Committee would be the ideal vehicle to scrutinise the programme on a long term basis.

Other Councillors thought that it may be suitable for a Task and Finish Panel to look at this but it was eventually agreed that it should go to the Resources Select Committee. Councillor S Kane the Chairman of the Select Committee said that he was happy to incorporate this piece of work into his work programme and thought to start with a one item special meeting to establish terms of reference and other parameters. It may then be useful to establish a sub-group to continue looking at this on a long term basis. Councillor Patel was happy for the work to go to the Resources Select Committee.

RESOLVED:

That the work suggested by the PICK Form to review the Transformation Programme be given to the Resources Select Committee to scrutinise on a long term basis.

56. GOVERNMENT INQUIRY INTO OVERVIEW AND SCRUTINY

The Committee noted that the Government's Communities and Local Government Committee had launched an inquiry into overview and scrutiny in local government. The aim was to consider whether overview and scrutiny arrangements were working effectively and whether local communities were able to contribute to and monitor the work of local authorities.

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 agreed that officers should respond to the inquiry being undertaken by the Communities and Local Government Committee. The closing date for the receipt of a written submission was 10 March 2017. It was agreed that the response should be agreed by the Chairman of the Overview and Scrutiny Committee and that the text should be put in the Members Bulletin for information.

RESOLVED:

- (1) That a reply should be sent in response to the Government's Communities and Local Government Committee inquiry into overview and scrutiny in local government; and
- (2) That the response should be agreed by the Chairman of the Overview and Scrutiny Committee and the text published in the Council Bulletin.

57. 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.

CHAIRMAN

Text of Councillor Gadsby's report on the Health and Overview and Scrutiny Committee meeting held on 8 February 2017.

Princess Alexandra Hospital, Harlow – regulatory concerns

The HOS Committee considered a report regarding the issues raised on Princess Alexandra Hospital in the October 2016 Care Quality Commission's (CQC) report which gave an inadequate overall rating. The report also included the hospital's response to advance questions submitted by the HOSC on regulatory concerns.

The following were in attendance to participate in a question and answer session:

- Phil Morley, Chief Executive, Princess Alexandra Hospital;
- Nancy Fontaine, Deputy Chief Executive/Chief Nurse, PAH;

Phil Morley introduced the item and reported that he was standing down as Chief Executive in March 2017. He highlighted the planned next steps and some of the successes which had already been achieved, particularly in the areas of maternity services and enabling the workforce to have a 'voice' with the introduction of a Staff Council.

During the discussion the following was acknowledged, highlighted or questioned:

Partnership working/collaboration:

- Discussions were underway regarding the introduction of joint posts with other partners, for example, to help build End of Life training packages. Clinicians already worked at the local hospice, but ideally a full team approach could be introduced;
- The opportunity for an empty building to be used by other social care patients to help alleviate discharge/bed blocking issues;
- Services were being reviewed to see what could be outsourced to other community partners, such as chronic pain injections and alternative locations for blood tests;
- The Walk-in Centre had been closed as it had not functioned effectively and staff transferred to the hospital;
- The hospital was looking at the Walk-in service at Herts hospital to see whether it could extend the service's opening hours and rotate its nurses;
- An external audit had indicated that people were being conveyed to hospital when other care was available in the community and this had been fed back to the Ambulance Service;

Finance/Capacity/Governance:

- A new strategic plan was needed for a new hospital site in the next 10 years to replace the current building which was increasingly unfit for purpose. In the long term a new hospital would have to cope with the impact of a new Garden Town which would double its current catchment area;

- The lack of investment in IT had led to the shortfall in providing information to the CQC;
- A new Urgent Care Centre was needed to cope with increasing demand;
- The intention to be the first hospital to help to pay off student loans;
- The lack of national health education funding for training;
- There was a high reporting culture of around one thousand reports a month, but the majority of these were of no or low harm (97.7%);
- Risk management needed to be understood throughout the organisation. The hospital was working with a 'buddy' Trust at Milton Keynes to review and share learning on how this could be improved;
- The hospital had been given £300k of extra funding for the year;
- The lack of cubicles needed to assess patients and the low number of hospital beds per size of the local population;
- Members noted the issues relating to the use of old porta cabins for surgical operations and the danger of the site being closed if not fit for purpose;
- Concern that the work force still felt they weren't being listened to because of issues such as those relating to the state of the building could not be resolved;
- A Board Capacity Assessment had been undertaken and the team had been approved to lead the hospital for the future.

Quality of Service and patient safety:

- The length of time it took to fast track patients with End of Life preferences (approximately 10 days). Members noted that the absence of an End of Life team had affected performance in this area, as well as the lack of social care services available outside of hospital. There was a shortage of places available in Essex care homes as a result of places being used by London residents;
- There was a 20% vacancy for Registered nurses as the hospital was constantly competing against the attractions of London and Cambridge. Although there was a strong reliance on agency staff, there were many long serving staff members committed to quality improvement;
- International recruitment of nurses for emergency care had proved successful;
- They were exploring new ways to provide services such as using former trained paramedics as associate practitioners and working with Anglia Ruskin University at an earlier stage to help bring in locally based student nurses;
- The high levels of flexibility to enable senior staff development through secondments, rotations, shadowing, leadership programmes and involvement with the patient at home service;

- There were 7 current midwifery vacancies compared to 25 in 2016;
- Patients were still being treated in a safe and timely fashion regardless of the capacity issue;
- The strong Research and Development and Clinical Leadership programmes;
- The emphasis on getting the basics right and introduction of a new meaningful appraisal system;
- A new Resuscitation trainer had been appointed and equipment updated and streamlined. Their simulation training was highly regarded and the University of Leicester had now produced a formal package to sell to others;
- The challenge of reversing beds for in-patient gynaecology with such few numbers of patients coming in, but the patient experience in this area remained very good;
- In response to a question, the Chief Nurse confirmed there had been no outbreaks of superbugs during the past two years;
- How three wards had been streamlined in December which had led to improvements in patient repatriation to the right wards;
- The hospital was running at 95-99% bed occupancy rate.

The Committee agreed that it was satisfied with the response received to the advance questions and other evidence and on the assurance given regarding improvement actions being taken.

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Report to Overview and Scrutiny Committee

Date of meeting: 18th April 2017

**Select Committee: Communities
(Chair - Cllr Y. Knight)**

**Subject: Co-option of Youth Council Representative
to the Communities Select Committee**

Officer contact for further information: Alan Hall – Director of Communities (01992 564004)

Committee Secretary: Adrian Hendry



Recommendation:

That a recommendation be made to the Council that:

- (1) A representative of the Epping Forest Youth Council be appointed as a non-voting co-optee to the Communities Select Committee from the 2017/18 Municipal Year; and**
- (2) That the representative be either one person or rotating representatives, as agreed by the Youth Council.**

Report:

1. As requested by the Finance and Performance Management Cabinet Committee, at our meeting held on 14th March 2017 we received a presentation from four members of the Epping Forest Youth Council on the use of the Council's District Development Fund (DDF) funding of £8,000 for projects in the current year and, subject to our agreement, their proposed use of the allocated £5,000 DDF funding for next year (2017/18). They also gave a very informative and inspirational presentation on the operation and work of the Youth Council generally.

2. We were very impressed with the range of projects that the previous Youth Council cohort had undertaken over the past year, and were pleased to learn that the Youth Council had been successful in securing additional external funding from a range of organisations during the year, to supplement the Council's funding.

3. In particular, we heard about the highly successful and commended MiLife Project, which was a project initiated in response to the issue of young people's mental health being ranked as the most important issue currently facing young people at last year's Epping Forest Youth Conference. The MiLife Project is a project devised by the Youth Council, in partnership with the Red Balloon Family, to deliver an interactive, thought-provoking and supportive session in all secondary schools in the District, highlighting the issues facing young people with mental health issues and how they can access help and support.

4. We also heard about the ideas for projects that the new Youth Council cohort has for the forthcoming year, including the digitalisation of the MiLife Project to extend its reach,

through a web-based project, to a much larger audience (at little additional cost), and a number of projects to highlight the issues facing young people in relation to alcohol and substance misuse.

5. We were so impressed with the Youth Council's presentation, and how the youth councillors presented themselves and answered questions at the meeting, that we agreed that we would like to invite a representative of the Youth Council to be co-opted to attend every Select Committee meeting from the 2017/18 Municipal Year. This possibility was briefly discussed with the youth councillors attending the meeting, whose response was that they thought this would be very much welcomed by the Youth Council, and that they would be happy to consider whether this should be one youth councillor co-opted for all the meetings in a Municipal Year or different youth councillors attending each meeting.

6. Our view is that we see this proposed co-option resulting in a "win-win" situation. We feel that the Select Committee would benefit from having the views of a young person at each of our meetings and, indeed, potentially suggesting issues for discussion – and we feel that the youth councillor(s) who attend our meetings would benefit from experiencing and being involved with a formal Committee of local government.

7. The Overview and Scrutiny Committee will be aware that we already have one co-opted member of our Select Committee, who is Wyn Marshall, the Chair of the Epping Forest Tenants and Leaseholders Federation, who attends every meeting.

8. We therefore hope that the Overview and Scrutiny Committee is able to agree to our proposal that a representative of the Epping Forest Youth Council be co-opted to the Communities Select Committee from the 2017/18 Municipal Year. This could either be one person or rotating representatives, as agreed by the Youth Council.

9. We understand that the appointment of non-voting co-opted members to Select Committee requires the Overview and Scrutiny Committee to make a specific recommendation to the Council and we therefore recommend this accordingly.



**Epping Forest
District Council**

THE KEY DECISION LIST

INCLUDING PROPOSED PRIVATE DECISIONS

(23 March 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

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

Contact Officer

Gary Woodhall
Senior Democratic Services Officer

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Email: gwoodhall@eppingforestdc.gov.uk

WORK PROGRAMME - 23 MARCH 2017 TO 24 JULY 2017

PORTFOLIO - LEADER

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Civic Offices Review	To review the current & alternative uses of the Civic Offices, and consider the potential for relocation. To consider the feasibility report on the favoured option.	Yes	9 March 2017 15 June 2017	Cabinet 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
Transformation Programme 2016-17	To monitor the progress of the Programme and consider any business cases.	Yes	9 March 2017 6 April 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	15 June 2017	Cabinet		David Bailey 01992 564105	Transformation Programme reports

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
Discretionary Business Rate Relief	Policy on use of additional Government funding.	Yes	15 June 2017	Cabinet		Bob Palmer 01992 564279	
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			

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Waste and Recycling Policies	Update to Waste & Recycling Policies	Yes	2 February 2017	Cabinet		Kim Durrani 01992 564055	None

WORK PROGRAMME - 23 MARCH 2017 TO 24 JULY 2017

PORTFOLIO - HOUSING

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
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
Materials Supply Chain - Housing Service	To appoint a new materials supplier.	Yes	10 March 2017	Housing Portfolio Holder		Paul Pledger 01992 564248	
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 Agenda Planning Group 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	6 March 2017 6 April 2017	Finance and Performance Management Cabinet Committee Cabinet		Alan Hall 01992 564004	
CHBP Progress Report	To receive a progress report on the Council Housebuilding Programme.	Yes	Before 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	Before 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	Before 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	Before 3 April 2017 15 June 2017	Council Housebuilding Cabinet Committee Cabinet		Paul Pledger 01992 564248	

CHBP Appropriations	To agree the closure of appropriations of land.	Yes	Before 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	Before 3 April 2017	Council Housebuilding Cabinet Committee		Paul Pledger 01992 564248	
CHBP Project Plan	To receive the Project Plan.	Yes	Before 3 April 2017	Council Housebuilding Cabinet Committee		Paul Pledger 01992 564248	
Rent Cap for New Council Properties	To consider ceasing having a Rent Cap for new Council properties charged affordable rents.	Yes	14 April 2017	Housing Portfolio Holder		Alan Hall 01992 564004	
Oakwood Hill Depot	To agree the co-location of Housing Repairs and Grounds Maintenance at the Oakwood Hill Depot.	Yes	15 June 2017	Cabinet		Alan Hall 01992 564004	
Housing Strategy	To adopt a new Housing Strategy.	Yes	26 September 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	
CAB Debt Advisors	To consider further funding for the two Debt Advisor posts.	Yes	16 November 2017	Finance and Performance Management Cabinet Committee		Roger Wilson 01992 564419	
Limes Centre, Chigwell	To review the fees and charges for the Limes Centre.	No	16 November 2017	Finance and Performance Management Cabinet Committee		Julie Chandler 01992 564214	
Sheltered Housing Service	To agree the future approach to the Service.	Yes	7 December 2017	Cabinet		Roger Wilson 01992 564419	
Private Sector Housing Enforcement Strategy	To review and update the Strategy.	Yes	5 January 2018	Housing Portfolio Holder		Sally Devine 01992 564149	
Review of Housing Allocations Scheme & Tenancy Policy	To agree a new Housing Allocations Scheme and Tenancy Policy.	Yes	1 February 2018	Cabinet		Roger Wilson 01992 564419	
Houses in	To adopt a new HMO	Yes	1 February 2018	Cabinet		Sally Devine	

Multiple Occupation (HMO)	Licensing Policy in the light of new legislation.					01992 564149	
Housing Assistance Policy	To review the Housing Assistance Policy.	Yes	8 March 2018	Cabinet		Paul Duguid 01992 564287	

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 - 23 MARCH 2017 TO 24 JULY 2017

PORTFOLIO - ASSETS & ECONOMIC DEVELOPMENT

ITEM	DESCRIPTION	KEY DECISION	DATE OF DECISION	DECISION MAKER	PRIVATE DECISION	REPRESENTATION ARRANGEMENTS	BACKGROUND PAPERS
Epping Forest Shopping Park	Authority to enter into lease agreements with retail tenants. Update report on progress with the project.	Yes	6 April 2017 13 April 2017	Cabinet Asset Management and Economic Development Cabinet Committee	YES, paragraph (3)	Derek Macnab 01992 564050	Report by Colliers International Previous reports to the 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
Potential Purchase of Waltham Abbey Police Station	To agree the purchase of the building formerly used as Waltham Abbey Police Station.	Yes	6 April 2017	Cabinet	YES, paragraph (3)	Derek Macnab 01992 564050	

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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Report to Overview & Scrutiny Committee

Date of meeting: 18 April 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:

That the Committee finalise appropriate lines of questioning of Princess Alexandra Hospital NHS Trust, in response to the concerns of the Care Quality Commission regarding aspects of inpatient, outpatient and other medical and emergency services Princess Alexandra Hospital.

1. (Director of Governance) As included in the current work programme for the Committee, representatives of Princess Alexandra Hospital NHS Trust will be attending the meeting of the Committee on 6 June 2017 to respond to the concerns of members in respect of aspects of local inpatient, outpatient and other medical and emergency services Princess Alexandra Hospital.
2. The following overarching themes and specific issues relating to such services have previously been identified by the Committee, which have been notified to the Trust as the emphasis for such external scrutiny, in order to ensure that maximum value is derived from this external scrutiny activity:

Strategic Issues

- (a) 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';
- (b) Details of the action already taken by the Trust to improve services rated by the Commission as inadequate;
- (c) 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;
- (d) The increase 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;
- (e) 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;
- (f) 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;
- (g) The support that could be offered by Epping Forest District Council to enhance the service capacity of the Trust;

Operational Issues

- (h) How the Trust intends to address and improve the following matters identified by the Commission:
 - (i) 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;
 - (ii) the low levels of staff morale and service pressures within the surgery and emergency departments at Princess Alexandra Hospital;
 - (iii) the apparent 'disconnect' between its executive team and front line staff, to reinforce its aspirational 'family team' culture;
 - (iv) the apparent inconsistent approach to learning from incidents;
 - (v) that processes for the safeguarding of children are not sufficiently robust and that staff attendance at safeguarding training sessions is inconsistent;
 - (vi) that processes for the induction of nursing and medical staff is not consistently completed; and
 - (vii) 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;
 - (i) 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
 - (j) Details of the Trust's current and ongoing initiatives across its services to increase capacity or reduce admissions, through joint working with local stakeholders.
3. The Committee is requested to consider and agree any additional lines of questioning to be raised with Princess Alexandra Hospital NHS Trust at the next meeting. The identification of additional lines of questioning has recently sought from members through the Council Bulletin.
 4. Members are also asked to give direction on the preferred approach of the Committee to the format of such external scrutiny, particularly in terms of the scope of any formal presentation that may be required from the Trust. The Committee should ensure that it identifies clear objectives for any such presentation.
 5. There may be public interest in the Council's scrutiny of local inpatient, outpatient and emergency services and infrastructure and the Committee may therefore wish to identify appropriate proactive publicity to raise awareness of the concerns of members, so as to make the process as meaningful and useful as possible.

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 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.

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Overview and Scrutiny Annual Report for 2016-2017



Epping Forest District Council

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OVERVIEW AND SCRUTINY ANNUAL REPORT: MUNICIPAL YEAR 2016/2017

Introduction and Welcome from the Chairman

Welcome to the twelfth annual report of the Overview and Scrutiny Structure of Epping Forest District Council and my first year as the Chairman.

This was our second year of our new O&S set up using Select Committees to break down our work by Directorate. This year we established four Select Committees aligned with the new Directorate structure that the Council had recently put in place.

As always, the Overview and Scrutiny Committee and the new Select Committees were charged with reviewing Cabinet decisions, the Corporate Strategy, the Council's financial performance and also scrutinising the performance of the public bodies active in the District by inviting reports and presentations from them.

At the beginning of the 2016/17 municipal year the Overview and Scrutiny Committee agreed to the setting up of four Select Committees for the year; no Task and Finish Panels were commissioned.

During the year we received a few presentations from outside bodies including the Superintendent of Epping Forest, Transport for London, and Epping Forest College.

My thanks go to the Chairmen and members of the four new Select Committees; also, my special thanks go to my Vice-Chairman, Councillor L Girling for all his help and support through the year.

And of course, I would like to thank all the officers that have worked so hard to keep the Committee members informed and supplied with the background information that they needed to carry out their investigations.

Cllr Mary Sartin

Chairman, Overview and Scrutiny Committee

What is Scrutiny?

- Scrutiny in local government is the mechanism by which public accountability is exercised.
- The purpose of scrutiny in practice is to examine, question and evaluate in order to achieve improvement.
- The value of scrutiny is in the use of research and questioning techniques to make recommendations based on evidence.
- Scrutiny enables issues of public concerns to be examined.
- At the heart of all the work is consideration of what impact the Cabinet's plans will have on the local community.
- However, the overview and scrutiny function is not meant to be confrontational or seen as deliberately set up to form an opposition to the Cabinet. Rather the two aspects should be regarded as 'different sides of the same coin'. The two should complement each other and work in tandem to contribute to the development of the authority.

Alongside its role to challenge, the scrutiny function has also continued to engage positively with the Cabinet and there continues to be cross party co-operation between members on all panels.

Scrutiny has continued to provide valuable contributions to the Council and the Cabinet remained receptive to ideas put forward by Scrutiny throughout the year.

The rules of the Overview and Scrutiny Committee also allow members of the public to have the opportunity to address the Committee on any agenda item.

The Overview and Scrutiny Committee

The Committee coordinated with the Cabinet and pre scrutinised their Key Decision list (their forward plan) on a meeting by meeting basis. This acted as a troubleshooting exercise, unearthing problems before they arose. It also gave the Cabinet a chance to ask Overview and Scrutiny to look at any items of work that they thought needed either scrutiny or pre-scrutiny.

The Committee also engaged with external bodies in order to scrutinise parts of their work that encroached on the District and its people. They also received stand alone reports from officers and reports from the Select Committees on the work they carried out during the year.

Select Committees

A lead Officer was appointed to each Select Committee to facilitate its process. The Overview and Scrutiny Committee agreed the terms of reference for each of the Committees on the basis of a rolling programme to consider ongoing and cyclical issues. Four Select Committees were established, dealing with:

- i. Communities,
- ii. Governance,
- iii. Neighbourhoods, and
- iv. Resources.

The Select Committees reported regularly to the Overview and Scrutiny Committee on progress with the work they were carrying out.

Task and Finish Panels

The Task and Finish reviews are restricted to dealing with activities which are issue based, time limited, non-cyclical and with clearly defined objectives on which they would report, once completed, to the Overview and Scrutiny Committee. No Task and Finish Panels were established this year.

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OVERVIEW AND SCRUTINY COMMITTEE

The Overview and Scrutiny Committee consisted of the following members:

Councillor M Sartin (Chairman)
Councillor L Girling (Vice Chairman)
Councillors 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

The Lead Officer was Derek Macnab, Deputy Chief Executive and Director of Neighbourhoods.

Terms of Reference

The Overview and Scrutiny Committee's main functions are to monitor and scrutinise the work of the executive and its forward plan, external bodies linked to the District Council and the Council's financial performance. It is tasked with the consideration of call-ins, policy development, performance monitoring and reviewing corporate strategies.

The Committee's workload over the past year can be broken down as follows:

(a) Scrutinising and monitoring Cabinet work

The Committee has a proactive role in this area through carrying out pre-scrutiny work. This involved considering the Cabinet's Key Decision List (Forward Plan) for the coming months on a meeting by meeting basis.

(b) Call-ins

The Committee received one call-in this year.

The call-in received was on the Cabinet Decision ((C-054-2016/17) on Waste management Policies.

The Call-in was for:

The Waste and Recycling Policy, specifically policy 10 on the supply of waste and recycling services to land registered on the Local Land Property Gazetteer. It did not concern any other Waste and Recycling Policy adopted by the Cabinet at its meeting on 2 February 2017.

A meeting was called prior to it being considered by the main Overview and Scrutiny Committee to discuss this call-in on the Cabinet decision on Waste Management Policies; specifically policy 10 on the supply of waste and recycling services to land registered on the Local Land Property Gazetteer.

Attending were the two signatories of the Call-in Councillors J Lea and S Kane; the relevant Cabinet member, Councillor W Breare-Hall; and the Chairman of the Overview and Scrutiny Committee, Councillor M Sartin.

Councillor Breare-Hall thanked Councillor Lea in bringing this discrepancy to his attention. She had raised potential flaws in the current policy which should be revised to take this into account once the relevant departments have been consulted, i.e. Council Tax, Planning and Waste Management. He was keen to avoid bad practice.

Councillor Breare-Hall was happy to take this away, review this specific aspect of the policy and report back. Councillor Lea agreed that this was the best way forward.

This Call-in would now be treated as being withdrawn; the Portfolio Holder would review this aspect of the policy (item 10) and to consult members of the Call-in on a revised report.

(c) Select Committees work programme monitoring

The Committee received regular updates from the Chairmen of the four Select Committees reporting on the progress made on their current work programme. This allowed the Committee to monitor their performance and if necessary adjust their work plans to take into account new proposals and urgent items.

(d) Items considered by the committee this year

Over the year the Overview and Scrutiny Committee received various presentations and considered a range of diverse topics.

Presentations:

(i) Management of Epping Forest – In June 2016 the Committee received a presentation from Mr P Thomson, Superintendent of Epping Forest and Ms J Adams, Chairman of the Friends of Epping Forest on the Management Plan Consultation for Epping Forest.

The consultation Epping Forest – The Next 10 Years ran from June to October 2015 with 1,600 individuals being contacted and responses received from 432.

The consultation was broken down into 6 themes:

- (1) Public recreation and enjoyment.
- (2) Preservation of the natural aspect.
- (3) Protection of the unspoilt forest.
- (4) Regulation and management.
- (5) Heritage.
- (6) Deer management.

The Corporation intended to promote equality duties, public involvement and volunteering. The consultation document was to be published in June 2016 and the Public Consultation on 6 themes in the summer of 2017.

The Committee also heard from Ms J Adams regarding the Friends of Epping Forest.

The Friends had been in existence for 45 years and were the only group focused on the Forest as a whole and all its related interests. They were also the largest single voluntary membership organisation in the forest. The Friends participated in planning consultation, undertook guided walks, produced publications, operated a visitor centre and was involved in fundraising.

The Friends had concerns about the Forest's future, which were summarised as follows:

- (1) Wood pasture restoration.
- (2) Cycling.
- (3) Litter
- (4) Development threatening the Forest.
- (5) Risk of the Forest losing its naturalness.
- (6) Localism – a potential benefit but posed risks.

A particular concern was that the Forest could become a park in the future and lose its status as a natural forest/woodland.

The meeting was then opened out to questions from the members of the committee.

(ii) 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 answered them at the meeting.

The meeting noted that:

- Only about 3% of journeys started at the ticket office, most of them were undertaken by the use of oyster cards;
- There were currently no plans to extend the night time services to Epping. Night trains have now been running for several months and this service would be reviewed in the New Year. Stopping trains at Loughton allows them to turn around;

- 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 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;
- 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;
- 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; and
- 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;
- 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;

Asked what the term 'capacity' meant in terms of the Underground. The meeting 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.

The Central Line had very reliable automated signalling systems; but when it goes wrong it can go badly wrong especially when you had such a tight timetable as they had. However the systems were generally very good and reliable on the Central Line.

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 – are all part of this project.

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.

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

(iii) Presentation from the Epping Forest College - At their meeting in February 2017, the Committee received a presentation from the recently appointed principal of Epping Forest College, who had been invited to address the committee on the recent Ofsted report on its 'inadequate' judgement of the quality of its local further education facilities and services.

The inspectors at their January visit indicated in their unofficial comments that they were very impressed at the speed and progress that had been made since their last visit and that the college was addressing the issues. Part of the improvements was down to change in management and governance.

The culture of the college had radically changed, it no longer has the mood of despair and disappointment; and with the help of her colleagues they were turning the college around.

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

(See Case Study for full details)

Other Topics Considered:

(i) Over the course of the year the Committee considered the Cabinet's Forward Plan and Key Objectives for the coming year on a regular meeting by meeting basis. At each meeting the Committee looked at the updated list of the coming year's work programmed in for the Cabinet.

(ii) In June 2015 the Committee received a report setting out the year end outturn of the Corporate Plan Key Objectives. The Committee reviewed the report setting out the final outturn and progress made of the Council's Key Objectives for 2015/16.

(iii) The Corporate Plan, Key Action Plan 2017/18 was reviewed in July 2016. The Corporate Plan included the aims and objectives which are the Council's highest level strategic intentions. It was that this was an early opportunity for members to have some input into the Corporate Plan for 2017/18.

2017/18 would be the third year in the lifetime of the aims and objectives and a draft key action plan for 2017/18 had been produced building on activities identified in the action plan for the current fiscal year.

Key Action Plans were monitored by the Select Committees, Overview and Scrutiny Committee and Cabinet on a quarterly basis. As living documents they could be subject to change or development as appropriate to reflect emerging priorities or unforeseen circumstances.

(iv) During the year the Committee reviewed and commented on the quarterly progress of the Corporate Plan Key Action Plan 2016/17.

(v) The Committee noted that the Government's Communities and Local Government Committee had launched an inquiry into overview and scrutiny in local government. The aim was to consider whether overview and scrutiny arrangements were working effectively and whether local communities were able to contribute to and monitor the work of local authorities.

The Committee agreed that officers should respond to the inquiry and it was also agreed that the response should be agreed by the Chairman of the Overview and Scrutiny Committee.

(e) Case Study: Epping Forest College

In February 2017, the Chairman introduced the recently appointed principal of Epping Forest College, Saboohi Famili, who had been invited to address the committee on the recent Ofsted report on its 'inadequate' judgement of the quality of its local further education facilities and services.

Ms Famili started by saying she was happy to be sharing the plans of the college to move forward from their current situation. She had been appointed to this post in

September 2016, and within five weeks they had an Ofsted visit, resulting in an 'inadequate' marking. The reasons for this were mainly because of lack of scrutiny of the situation and the lack of scrutiny from the governors to ensure that the problems were addressed. At this time they had also self assessed as inadequate and Ofsted had merely confirmed this assessment. She was pleased that one of the strengths identified by Ofsted was that the new leadership had accurately identified the problems that they faced.

As a result of this judgements they would now have more regular visits from Ofsted setting out the Ofsted support in the year to come and then will carry out another major inspection in 12 to 15 months; so they were looking to next April to have full inspection to prove that the college had moved away from being an inadequate organisation.

The inspectors came back on 26 January and their unofficial comments were that they were very impressed at the speed and progress that had been made and that the college was addressing the issues. Part of the improvements was down to change in management and governance.

Presently their actions plans, as noted by Ofsted, had clear milestones and achievement of impacts. They were living documents that were regularly updated. They also engaged with their learners and had monthly forums where they shared problems and tapped into the talents of the young people, because it was their college and they needed their help to take the college forward.

The culture of the college had radically changed, it no longer had the mood of despair and disappointment; and with the help of her colleagues they were turning the college around. There was still a long way to go as it could not be changed overnight but there was a confidence that they could turn it around and engage with staff and learners. They had a key project going on called 'Today, Tomorrow, Together' to engage with their stakeholders as we were aware that they had also let some of their key stakeholders down, including businesses, who had to look elsewhere for their training needs.

One of the key purposes of the college was to listen and strategically plan the future of the organisation. This 'hiccup' was something that they would be able to address within 12 months; there were already signs of improvement at the college which would get reported on by Ofsted on a regular basis. They have at least three more reports before they have a full Ofsted next year and one of the key things was that they looked forward to was the next 10 to 15 years instead of being completely inundated with the task in hand. They were looking to where they needed to be to support the local economic development of the area and the workforce of the future and also be a college where you would be proud to send your children to.

The overall leadership of the college had changed, they had only one member of staff from the previous leadership team; this was due to colleagues realising that the way forward was to be different to what they had done in the past and they also had retirements and other natural departures within their organisation.

After some close questioning from Members, Councillor Sartin thanked Ms Famili for her detailed and frank presentation and asked if she happy to attend a future meeting to update the Committee on progress made. Ms Famili said that she was happy to do so and that her invitation still stood for any Councillors to come and visit the college.

SELECT COMMITTEES

1. COMMUNITIES SELECT COMMITTEE

The Communities Select Committee consisted of the following members:

Councillor Y Knight (Chairman)

Councillor G Shiell (Vice Chairman)

Councillors R Baldwin, A Beales, K Chana, R Gadsby, L Girling, S Heap, L Hughes, S Jones, S Murray, A Mitchell, B Rolfe, B Surtees and H Whitbread

The Lead Officer was Alan Hall, Director of Communities. The Committee also appreciated the Housing Portfolio Holder, Councillor S Stavrou, attending the meetings to help them with their deliberations.

Wyn Marshall represented the Tenants and Leaseholder Federation, attending the meetings as a non-voting co-opted member to provide the views of residents and stakeholders.

Terms of Reference

The Communities Select Committee was tasked to undertake reviews of the services and related functions of the Communities Directorate;

To develop a programme of work each year, informed by relevant service aims and member priorities, to ensure that the services and functions of the Communities Directorate are appropriate and responsive to the needs of the residents;

To consider any matter referred to the Select Committee by the Overview and Scrutiny Committee, the Cabinet or a relevant Portfolio Holder, and to report and make recommendations directly to the Committee, the Cabinet or such Portfolio Holder as appropriate;

To consider the effect of Government actions or initiatives on the services and functions of the Communities Directorate and any implications for the Council's residents, service users and others, and to respond to consultation activities as appropriate;

To establish working groups as necessary to undertake any activity within these terms of reference;

To undertake pre-scrutiny through the review of specific proposals of the Council and its partner organisations or other local service providers, insofar as they relate to the services and functions of the Communities Directorate, to help develop appropriate policy;

To undertake performance monitoring in relation to the services and functions of the Communities Directorate, against adopted key performance indicators and identified areas of concern;

To identify any matters within the services and functions of the Communities Directorate that require in-depth scrutiny, for referral to the Overview and Scrutiny Committee; and

To recommend the establishment of task and finish panels to the Overview and Scrutiny Committee as necessary, in order to undertake any activity within these terms of reference.

The Panel scrutinised a number of important issues over the last year, which included:

(i) Communities Directorate's Housing Service Strategies – At the beginning of the year (June 2016) the Committee received a report from the Director of Communities regarding the Housing Service Standards – Performance 2015/16 and Review.

In 2007, the then Housing Portfolio Holder agreed a range of Housing Service Standards covering all of the Housing Services' main areas of activity. It was also agreed that, annually, the Housing Services' performance against the Housing Service Standards should be considered and whether any changes should be made to the Service Standards. Tenants were provided with a handbook setting out all the agreed Service Standards, this information was also available on-line.

The Committee agreed and recommended to the portfolio holder the various small changes proposed in the report.

(ii) Key Performance Indicators – Outturn (Q4) Performance - The Select Committee received a report regarding Key Performance Indicators 2015/16 – Quarter 4 (Outturn) Performance from the Director of Communities.

The Q4 (Outturn) performance summary in respect of each of the KPIs falling within the Communities Select Committee's areas of responsibility for 2015/16 together with details of the specific twelve month performance for each indicator are listed below.

- (a) 27 (75%) indicators achieved target;
- (b) 9 (25%) indicators did not achieve target, although; and
- (c) 1 (3%) of these KPIs performed within its tolerated amber margin.

Ten of the KPIs fell within this select committee's areas of responsibility. The overall position with regard to the achievement of target performance at the end of the year for these indicators was as follows:

- (i) 8 (80%) indicators achieved target;
- (ii) 2 (20%) indicators did not achieve target; and
- (iii) 0 (0%) indicators performed within their tolerated amber margin.

(iii) Key Performance Indicators - Quarterly Progress – the Committee reviewed the Key Performance Indicators relevant to their Select Committee on a quarterly basis.

(iv) Housing Strategy: 6 Month Progress Report on Key Action Plan 2016 - The Select Committee received a 6 month progress report regarding the Housing Strategy – Key Action Plan 2016 from the Director of Communities.

The Council had adopted a Housing Strategy that assessed the District's current and future housing needs and set out the Council's approach to meeting those needs. The Strategy also included a Key Action Plan which set out the proposed actions that would be taken by the Council to contribute towards the achievement of the housing objectives over the first year of the Housing Strategy.

Members were advised that the authority would be providing 1 x 1 bedroom and 1 x 2 bedroom flats each year for 4 years to Syrian refugees on non-secure tenancies which would be assisting the Government's commitment to accommodate 20,000 Syrian refugees in the UK over a 4 year period. The Director of Communities added that the District Council would be the landlords but Essex County Council would be responsible for the families.

(v) Housing and Planning Act 2016 – Summary of Key Housing Proposals – The Select Committee received a report regarding the Housing and Planning Act 2016 – Summary of Key Housing Proposals from the Director of Communities.

Following a lengthy and somewhat controversial passage, the Housing and Planning Bill, now the Housing and Planning Act received Royal Assent on 12 May 2016.

The new Act comprised a number of provisions relating to both housing and planning, in particular it covered:

- (a) Lifetime and fixed term tenancies;
- (b) Voluntary Right to Buy for housing association tenants and sales of high value void Council properties;
- (c) Starter Homes; and
- (d) "Pay to Stay" – Increased rents for tenants on higher incomes.

The Committee members expressed some concern about the bill's consequences in terms of the security for neighbourhood cohesion and the authority being forced to sell the higher value properties that they possessed.

(vi) Corporate Plan Key Action Plan 2015/16 – Quarter 4 Outturn Position – The Select Committee received a report regarding the Corporate Plan Key Action Plan 2015/16 – Quarter 4 (Outturn) Position from the Director of Communities.

The Corporate Plan was 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 were supported by Key Objectives providing a clear statement of the Council's overall intentions for these five years.

Some actions had cross directorate responsibility, where this was the case the most appropriate Select Committee was requested to consider the action. This report presented outturn progress against the Key Action Plan for 2015/16 for actions most appropriately considered by this Select Committee at the end of 2015/16.

There were 55 actions in the Key Action Plan 2015/16, at the end of the year 15 actions fell within the areas of responsibility of this Select Committee. At the end of the year:

- (i) 8 (53%) of these actions had been achieved at year end; and
- (ii) 7 (47%) of these actions had not been achieved by year end.

(vii) Presentation of Disabled Facilities Grants - The Select Committee received a presentation from the Assistant Director – Housing regarding Disabled Facilities Grants (DFGs).

Disabled Facilities Grants were a statutory provision applicable to private home owners and private tenants enabling them to live at home despite living with infirmities.

Outline of DFGs: DFGs were means tested and could be paid to a maximum of £30,000; 12 straight lifts were installed a year at £900.00; 5 curved lifts at £3,000; 37 level access showers at £7,000 each; and 1 extension a year at £30,000 each.

DFG Process: An occupational therapist takes a referral from Essex County Council; The householder makes an application to the District Council; An initial means test is carried out; Information gathering in support of the application; The grant would be approved by the District Council; and the work carried out.

The whole process takes about 18 months.

(viii) Annual Feedback on Crucial Crew Event and Proposals for the Future - The select committee received a report from the Community, Health and Wellbeing Manager regarding the Crucial Crew Initiative.

Crucial Crew was an annual initiative which was facilitated and delivered by the Council's Community, Health and Wellbeing Team in collaboration with the Community Safety Team. It was intended for educating primary school pupils aged 10 (Year 6) in a range of personal safety, health and wellbeing topics. With schools reporting their curriculum time increasingly tightly programmed, Crucial Crew was seen as a vital mechanism for pupils.

Crucial Crew had existed in the district for over 11 years and delivered to primary school pupils over a two week period in June.

In 2016, the scenarios delivered were:

- (a) Online safety, cyber bullying and child exploitation – Essex Police.
- (b) Alcohol and drug awareness – AlcoHelp.
- (c) Bullying and Peer Pressure – Red Balloon Family.
- (d) Healthy eating and physical activity – ACE (NHS).
- (e) Smoking awareness – Provide (NHS).
- (f) Anti-Social Behaviour and Environmental responsibility – EFDC.
- (g) Road safety awareness – Essex County Council.

- (h) Fire safety – Essex County Fire and Rescue Service.
- (i) Safety around construction sites – Mears.
- (j) Safety around large vehicles – Sainsburys.

The Select Committee noted the issue of self harming among young people and other mental health problems and thought it was important to de-stigmatise this situation and facilitate a process for greater awareness.

(ix) Incentives for Tenants Downsizing Accommodation - The Council's Housing Allocations Scheme was reviewed in 2015 with the revised scheme coming into force on 27 July 2015, when considering the recommendations of the then Housing Select Committee, the Cabinet agreed that the financial incentives offered to tenants moving to any property with less bedrooms than their current property would be increased. The financial incentives offered for releasing any bedroom had been doubled under the current scheme, a maximum payment of £4,000 being made, an additional payment of £500.00 was made to cover decoration costs over and above the Council's standard decorations allowance. There were a range of other incentives offered as well.

The Council employed a Re-Housing Support Officer who offered support to tenants who were downsizing accommodation in accordance with the Council's Housing Allocations Scheme.

(x) Homeoption Choice Based Lettings Scheme – Progress report - The Choice Based Lettings Scheme was introduced in November 2007 and was necessary in meeting the requirements of Government that such a scheme was in place by 2010. The scheme was administered by the external Choice Based Lettings agency Locata Housing Services (LHS). Under the scheme all vacant social rented properties were advertised to applicants and a two weekly Property List giving relevant details. Applicants applied for a property by expressing an interest in up to a maximum of three properties for which they have an assessed need.

The select committee analysed the HomeOption Choice Based Lettings Information Bulletin for the period 27 July 2015 to 27 July 2016.

Almost 97% of Homeseekers expressing an interest in properties did so over the Internet. The remaining 3% either telephoned, received help from staff at the reception computer or used text. Around 84% of all applicants registered on the Housing Register had participated in the scheme during the last year.

(xi) Corporate Plan Action Plan Progress Quarterly Progress – the Select Committee received quarterly updates on the Council's corporate action plan pertaining to their area of responsibility.

(xii) Community Services Summer Activities 2016 - The Committee noted that the Council's Community Services Team organises and delivers a summer holiday activity programme each year, providing a wide range of activities for engaging children, young people and their families.

This year, over 2,500 youngsters participated in the extensive range of activities on offer.

The Select Committee were advised that the Community Services Team had encountered numerous issues and problems with the online booking portal accessed via the Council's website. This meant that the number of online bookings taken were

less than last year's although administration staff had been excellent in providing support to help people complete bookings by phone. However, a new corporate online booking system was currently being investigated. Fortunately these issues did not have too much of an affect upon overall participation numbers for the summer.

(xiii) Presentation from Chief Inspector Morrissey, Essex Police District Commander for Brentwood and Epping Forest - Chief Inspector D Morrissey gave a presentation in which she outlined the following that:

Epping Forest District had 8 tube stations; The district borders three Metropolitan Police boroughs; 80% of criminal suspects the Police had here, lived outside the district; April – August 2015 – 3,222 crimes reported in the area; April – August 2016 – 3,530 crimes reported in the area, which constituted an increase of 9.5% (308 crimes); Violent crimes against the person; (i) without injury - saw an increase of 24% and (ii) with an injury - went up by 32%. Approximately 30% of violent crime occurred in the home.

Anti-Social Behaviour – 3.4% increase in offences (66 more offences); Chief Inspector D Morrissey had established a problem solving team and Community Hub in September 2014 for co-ordinating anti-crime efforts.

Resourcing had been a major factor in policing recently as Epping Police Station had closed and the nearest police station to the district was now in Harlow. A police contact point had been established at the District Council for reporting low level crime and Chief Inspector D Morrissey had 10 Police Constables and 10 Police Community Support Officers.

Two important police operations had also been initiated, Operation Scorpion for dealing with travelling criminals and Operation Raptor, an anti-gang project.

(xiv) Community Safety Partnership Annual Report 2015/16 - The Committee was advised that CSPs provided a statutory function in all District, City and Borough Councils across the UK. The partnerships consisted of representatives from a range of statutory and non-statutory organisations. Each year they were required to produce an annual report on the initiatives and work that they had undertaken in their designated area to address local crime, disorder and anti-social behaviour. The report covered the financial status of the CSP and an overview of the work undertaken in addressing key priorities for the district. The annual report was supported by a range of case studies.

There was concern at the meeting that gaps existed in the amount of protection that could be provided to residents. Officers have engaged with Social Care and Community Mental Health Teams but this was still a challenge as they continued to work more closely with these agencies where necessary.

(xv) Proposed Decommissioning of CCTV - A decommissioning assessment of CCTV currently installed across the district was undertaken in 2015 as part of the review process for the production of the Council's CCTV Strategy 2016-2022. This met with the guidance provided in the CCTV Code of Practice which stated that regular reviews of CCTV systems should be undertaken to ensure that the use of surveillance cameras remained in pursuit of a legitimate aim and that a pressing need existed. As a result, the Council's CCTV Officer had identified two sites for potential decommissioning which was based upon the last two years of service and factors such as reduction of service requirement and on-going costs.

These were the first cases to arise under the Council's new CCTV Strategy, therefore the Portfolio Holder was seeking the views of the Select Committee on the proposed de-commissioning, prior to making a formal Portfolio Holder Decision. It was further advised that this would assist in assessing future requirements.

The Select Committee were advised that Parish and Town Councils could fund their own CCTV cameras and that the District Council could also facilitate this for a fee. There was concern that the removal of these cameras in difficult areas could leave residents vulnerable. However, the Select Committee was advised that the Cabinet had agreed the CCTV Strategy and a pressing need had to be demonstrated in order for cameras to be installed.

(xvi) Review of Epping Forest Careline Alarm Monitoring Service - The Assistant Director Housing Operations introduced the report setting out options for the future of the Council's Careline Monitoring Centre, based at Parsonage Court, Loughton.

The service was introduced in June 1984 and offers a twenty-four hour, 365 days per year, emergency alarm monitoring service to older and disabled people living within the District. The Service was also offered to other vulnerable groups including victims of domestic violence and younger people with disabilities. There were currently 2,572 properties (representing around 3,500 people) in the District linked to the centre in this way.

There appeared to be the following four options for the future delivery of the Careline service:

- Option one** – that the Careline Monitoring Service continues to be provided by the Council under the current arrangements;
- Option two** – the Council provides an enhanced Careline Monitoring service;
- Option three** – monitor the service through another provider 24/7; and
- Option four** – monitoring the service through another service provider overnight.

Unison having fully considered options 1 to 4 discarded Option one which they felt was clearly untenable and Option two which was clearly too expensive. Option four appeared to be in the best interests of both the Council and the employees and they asked that it be explored further.

The Chairman of the Tenants and Leaseholders Federation reported that they agreed with the officer's recommendation for Option Three that the Careline Monitoring Service be outsourced to an external provider.

On consideration, the Communities Select Committee recommended Option Three to the Cabinet, that the Council's Careline Monitoring Service be outsourced to an external provider through a competitive tendering exercise.

[\(See Case Study for full details\)](#)

(xvii) HRA Financial Plan 2016/17 – Six Monthly Review - The Cabinet had asked the Communities Select Committee to review the HRA Financial Plan twice each year. In addition, senior Housing and Finance officers also reviewed the Plan in July and January each year.

SDS Consultancy had acted as the Council's HRA Business Planning Consultants for many years and had undertaken its six month review of the current HRA Financial

Plan to take account of the Council's current financial position and national and local policies.

The Select Committee was asked to consider their report and comment on or raise any concerns it found.

(xviii) Presentation by Epping Forest Citizens Advice Bureau - The Committee received a presentation from officers of the Epping Forest Citizens Advice Bureau (CAB) outlining their value and impact on society especially in the Epping Forest District area.

The Committee noted that during 2015/16 the CAB service for Epping Forest had advised 2,761 clients on 8,061 issues. They had 9 part time staff and 52 volunteers working in 6 locations and were one of over 300 independent charities that made up the Citizens Advice network. Nationally, 2 in every 3 clients had their problems solved. And it was noted that they were now offering "web chat" in the Epping Forest area.

They worked with some of those most in need, some 38% of their clients were less likely to be in employment; 35% were likely to be in debt; 39% had a long term health problem or were disabled; and 26% were less likely to own their own homes.

They gave examples of some clients' stories giving case history and eventual outcome. It was noted that 78% of their clients said that they would not have been able to resolve their problem without the CAB. They also had an impact on their clients' health and wellbeing, most significantly around mental health. 4 in 5 clients felt less stressed, depressed or anxious following advice.

They also provided value to the local authority, for example by reducing the cases of homelessness estimated to be about £114,573, and also to society in general whereby for every £1 invested in Citizens Advice Epping Forest District:

- generated at least £2.94 in fiscal benefits savings to the government by reducing health service demand, local authority homelessness services;
- provided £15.28 in public value with wider economic and social benefits such as improvements in participation and productivity for clients and volunteers; and
- provided £18.50 in benefits to individuals giving income through benefits gained, debts written off and consumer problems resolved.

(xix) Extension of the Funding of 2 Epping Forest Citizens Advice Bureau Debt Advisors - The CAB had reported that during the first six months of 2015/16 the Advisors managed debts of around £713,000 and assisted 304 clients. Around 97 (32%) of these clients were Council tenants. The CAB was required under the Agreement to have one Debt Advisor based at the Limes Centre, Chigwell for one half day each week. The CAB extended this service to 2 half days each week in 2015. The CAB had reported that in the first 6 months of 2015/2016, around 120 (40%) of the clients assisted were first seen at the Limes Centre.

On consideration of the benefits of having these offices, the Communities Select Committee strongly recommend to the Finance Cabinet Committee that the funding of the Citizens Advice Bureau's (CAB) two existing Debt Advisors be extended for a further year from 1 April 2017.

(xx) Reality Roadshow - The report on the last years Reality Road show was introduced by the Assistant Communities Health and Wellbeing Manager. She reported that the Reality Roadshow initiative was a personal safety, health & wellbeing event that brought together a host of statutory and voluntary agencies, to deliver a full day of educational workshops to Year 9 (14 year old) pupils at secondary school in the district. It was specifically tailored to address young people's issues that have been identified as a priority concern locally.

The Roadshow was co-ordinated by the Council's Community Health and Wellbeing Team providing over 900 pupils in the District with expert advice and guidance on making the right choices in life for good health and wellbeing.

The schools were not charged for the Roadshow as they were funded by the Police and Crime Commissioner and Essex County Council.

(xxi) Homelessness Initiatives - The Committee was asked as part of their Work Programme to consider various mitigation strategies in order to deal with the current and future increasing pressures due to the rise in homelessness. The latest figures on homelessness in England reveal that nationally the total number of households in temporary accommodation had increased by 53% from 48,010 in December 2010 to 73,120 in June 2016, with 14,930 households being accepted as homeless between 1 July and 30 September 2016. Local Authorities took action to prevent a further 52,920 households becoming homeless in the same period which increased by over 2,000 compared to the previous quarter.

The Committee was asked to consider strategies for the Homelessness Prevention Service. In 2015/2016 the service prevented homelessness in 625 cases. The number of cases being prevented in the first six months of this year was 264 which may result in a lesser number being prevented in 2016/2017.

As at 30 September 2016 (date of the last Government statistical return) there were 111 applicants placed in both temporary and interim accommodation which has resulted in the homeless persons' hostel at Norway House, North Weald and Hemnall House, Epping being full most of the time.

Furthermore, as the chalets in the grounds of the Hostel were falling into disrepair, the option of replacing the chalets with "modular units" was being investigated which may enable the Council to increase the number of units in a more cost effective way.

The numbers placed in B&B had increased from single figures to around 20-25 applicants.

The Committee then considered the 'invest to save' funding proposals for two initiatives.

One was for '*rental loans*', a scheme to provide applicants with a rental loan to meet the costs of (or contribute towards) the first month's rent in advance when securing accommodation in the private sector.

The other invest to save proposal was for '*Landlord Deposits*'. In addition to meeting the cost of the first month's rent, applicants also must pay a landlord's deposit. The cost of the deposit was in accordance with Housing Benefit Local Housing Allowance rates.

It was therefore considered that the funding should now be made available for rental loans equivalent to 4 weeks rent and/or landlord deposits (lodged with a third party by the landlord) in appropriate cases with repayments being made for both loans over an increased period of 36 months in order to make it more affordable to the applicant.

The Committee then went on to consider the placements of homeless households by London Boroughs outside of London. Following representations from Essex councils, figures for placements across Essex have now, for the first time, been provided by around 24 of the 32 London Boroughs. As not all London Boroughs had provided this information, the true figures were likely to be much higher, but Boroughs had placed applicants in 47 private properties (that we were aware of) in the last 12 months.

Some are in order for London Boroughs to discharge their homelessness duties which can lead to the Council taking responsibility for such households should homelessness re-occur after two years.

(xxii) Council Rent Increase 2017/18 Briefing – The Committee received a short briefing about the required rent reductions for Council tenants for 2017/18 and that the Finance and Performance Management Cabinet Committee would be asked to make a recommendation to the Cabinet on a Council rent reduction for 2017/18.

The Government had determined that all councils must reduce their rent by 1% each year for four years. This started last year, leaving the Council with an estimated £390,000 less rental income in the current year.

A reduction of 1% for next year would mean a further £303,000 forecast reduction for the next year; the reduction for next year would be less than for the current year as the first new properties under the Council Housebuilding Programme would be built next year, bringing in additional income.

It was noted that although this was generally good news for tenants, it would leave the HRA with less money to deliver the Council's Housing Service.

(xxiii) Annual Report of the Youth Council – at their last meeting of the year the Select Committee received their annual report from the Youth Council on their activities and achievements during the current year and plans for the next 12 months.

They thanked the members for the Council's loyalty and support for the Youth Council over the past nine years. The Committee noted that these were newly elected members and were looking forward to their two years of service. In total about 25 Youth Councillors were elected in November 2016.

They thanked members for the grant of £8,000 project money that had enabled them to deliver the highly successful Emotional Health & Wellbeing project – 'MiLife' in seven secondary schools.

The North East London Foundation Trust (NELFT) and NHS England had expressed their approval of the MiLife Roadshows and would like to work with Epping Forest Youth Council (EFYC) to digitalise the programme so that it can be delivered to all schools, nationally, at no further cost. This project had exceeded the Youth Council's expectations and they were very proud of their work.

Youth volunteering remains a big theme for them and they will be taking part in a Youth Volunteering Day during the summer holidays.

They also reported that in their short time as youth councillors they have obtained external funding of £2700 from various sources over the last 4 months.

(xxiv) Presentation on Disabled Adaptions to Council Premises - A short presentation on Disabled Adaptions to Council properties was given by the Assistant Director (Housing Property and Development), supported by the Housing Asserts Manager. The meeting noted that about six months ago the Assistant Director Private Sector Housing and Communities Support gave a short presentation on adaptions carried out in the private sector. The Committee then asked for a similar review of Council properties.

The adaptions were divided into two types, Minor Adaptions (Revenue) and Major Adaptions (Capital). They had an annual budget of £450,000 a year and they all started with a referral from Essex County Council's Social Care Occupational Therapy (OT) Service.

The adaptions help people remain in their homes and clears beds in hospitals. They also have an under occupancy test, if the property was under occupied by 2 or more bedrooms, they would not carry out the adaptions as they should really downsize. Also if tenants were in rent arrears they would not carry out any works. It was also noted that they did not means test Local Authority tenants.

Case Study: Review of Epping Forest Careline Alarm Monitoring Service

In November 2016 the Committee received a report setting out options for the future of the Council's Careline Monitoring Centre, based at Parsonage Court, Loughton. The service was introduced in June 1984 and offers a twenty-four hour, 365 days per year, emergency alarm monitoring service to older and disabled people living within the District. The Service was also offered to other vulnerable groups including victims of domestic violence and younger people with disabilities. There were currently 2,572 properties (representing around 3,500 people) in the District linked to the centre in this way.

Around 1,380 of the connections were private sector dwellings, which were connected via a dispersed alarm, which has an associated neck worn radio trigger. A range of various sensors were offered such as on line smoke alarms, fall and flood detectors. The user paid an annual rental to the Council for the service; in 2015/2016 the Council received a total income of around £185,000, inclusive of associated sensors. The Council worked in partnership with Essex County Council which funds the first 12 weeks rental for the user.

The charges made by the Council were very competitive compared to other authorities in Essex.

It was noted that as the Careline Monitoring Centre had expanded in terms of the number of private sector connections and the advances in technology, the management and operational aspects of the service had become more complex. In

addition, there had been difficulties in recruiting staff due to the nature of the work and the salary level. This had led to additional pressures on existing staff that have had to cover, not only vacant posts, but also annual leave and sickness absences. Also, all new staff completes an 8 week training programme prior to commencing full duties, which adds to the burden of covering shifts.

In 2011 the Careline Monitoring Service became Telecare Services Association (TSA) accredited. TSA was a nationally recognised standards body for the delivery of technology enabled care and support services in the UK. The Council's Careline Service has to date met all of the Audit requirements.

Importantly, the TSA have recently brought to the attention of the Council and authorities nationally the British Standard (BS8591), extracts of which currently states:

"There should be a minimum of two operators in an ARC [control centre] at all times, capable of carrying out all operational procedures, at least one of whom should be at their workstation at all times".

TSA have also confirmed that the above standard was under review and should be brought in line with the European Standard. Although 2 operators on duty at all times was expected to be desired, this would result in Centres who do not have 2 operators on duty at all times being required to put contingency measures in place should more than one emergency call be received at any one time.

Although the service currently provided an excellent and reliable service to residents, due to the reasons above it was considered important that this review was undertaken to ensure the future resilience of the service. There appeared to be the following four options for the future delivery of the Careline service:

Option one – that the Careline Monitoring Service continues to be provided by the Council under the current arrangements;

Option two – the Council provides an enhanced Careline Monitoring service;

Option three – monitor the service through another provider 24/7; and

Option four – monitoring the service through another service provider overnight.

It was reported that since writing the report the current PNC5 system went down and officers had to switch to the disaster recovery service. The service engineer who came out to repair the equipment said that it was getting old and would need upgrading very soon (within months). So this would have to be done regardless of what option was chosen. Officers have had discussions with the supplier Tunstall Telecom about the cost of upgrading to a PNC7 system. This will now be purchased under emergency budget procedures at a cost of £44k, guaranteed for a year so there would be a saving on service charges in the first year. It was also noted that the voice recording system need not be replaced straight away and so this would also save some money.

The Committee agreed to a recommendation that budget provision was made of £70k in 2017/18 and £70k in 2018/19 in order to fund the transitional arrangements. If it was agreed to outsource 24/7, the payback period would be around 9 months.

It was noted that the Careline operators had favoured option two but were mindful of the cost implications for this option. They had accepted that option one could not be considered as an option and the service could not continue under the current arrangements.

They did not agree with Option three because of the perceived implications for job losses and the adverse effect this change would have for all service users. In addition alternative arrangements would need to be made for tasks currently undertaken by the Careline team.

Careline staff wanted Option four to be presented in more detail in the report as they thought it had not been given enough thought. The report was so amended.

Unison having fully considered options 1 to 4 discarded Option one which they felt was clearly untenable and Option two which was clearly too expensive.

On considering Option three they were unsure about its value to the Council as they thought, amongst other concerns, that there were no costings for the removal of the current equipment, the Council would lose a degree of autonomy over the service, the scheme managers would lose the support of the staff and the service, redundancy costs will need to be built into the tenders and the Council would need to deal with the problems associated with keeping the service running through to the start of the transfer to an external provider.

Option four appeared to be in the best interests of both the Council and the employees and they asked that it be explored further.

The Chairman of the Tenants and Leaseholders Federation reported that they agreed with the officer's recommendation for Option Three that the Careline Monitoring Service be outsourced to an external provider. They added that they would also like to commend the exceptional work that Careline staff has put in over the years.

Each option was examined in detail by the Select Committee and their merits for and against were debated. Finally on consideration the Select Committee recommended Option Three to the Cabinet, that the Council's Careline Monitoring Service be outsourced to an external provider through a competitive tendering exercise.

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2. GOVERNANCE SELECT COMMITTEE

The Governance Select Committee consisted of the following members:

Councillor N Avey (Chairman)
Councillor G Chambers (Vice Chairman)
Councillors D Dorrell, L Hughes, S Jones, S Kane, H Kaufman, M McEwen, L Mead, B Rolfe, D Stallan, B Surtees, H Whitbread, and D Wixley

The Lead Officer was Nigel Richardson, Assistant Director Governance, Development Management.

Terms of Reference

To undertake overview and scrutiny, utilising appropriate methods and techniques, of the services and functions of the Governance Directorate;

To develop a programme of work each year, informed by relevant service aims and member priorities, to ensure that the services and functions of the Governance Directorate are appropriate and responsive to the needs of residents, service users and others;

To consider any matter referred to the Select Committee by the Overview and Scrutiny Committee, the Cabinet or a relevant Portfolio Holder, and to report and make recommendations directly to the Committee, the Cabinet or such Portfolio Holder as appropriate;

To consider the effect of Government actions or initiatives on the services and functions of the Governance Directorate and any implications for the Council's residents, service users and others, and to respond to consultation activities as appropriate;

To establish working groups as necessary to undertake any activity within these terms of reference;

To undertake pre-scrutiny through the review of specific proposals of the Council and its partner organisations or other local service providers, insofar as they relate to the services and functions of the Governance Directorate, to help develop appropriate policy;

To undertake performance monitoring in relation to the services and functions of the Governance Directorate, against adopted key performance indicators and identified areas of concern;

To identify any matters within the services and functions of the Governance Directorate that require in-depth scrutiny, for referral to the Overview and Scrutiny Committee; and

To recommend the establishment of Task and Finish Panels to the Overview and Scrutiny Committee as necessary, in order to undertake any activity within these terms of reference.

The Panel scrutinised a number of issues over the last year, which included:

(i) Consultation Register 2015/16 and 2016/17 - The Select Committee received a report regarding the Consultation Register 2015/16 and 2016/17 from the Consultation Officer.

They noted that the District Council had a statutory duty to provide responsive, value for money services, in which effective public consultation and engagement was essential for the delivery of these services.

A list of consultation, planned and carried out, by the authority, was published on the website and brought to the attention of the Governance Select Committee, to meet the general duty and best practice guidelines. All the consultation and engagement exercises undertaken by the authority complied with the provisions of the Council's Public Consultation and Engagement Strategy and Policy.

(ii) Key Performance Indicators 2015/16 –Quarter 4 (Outturn) Performance - The Select Committee received a report from the Performance Improvement Officer regarding the Key Performance Indicators 2015/16 – Quarter 4 (Outturn) Performance Report.

Of the five Key Performance Indicators that fell within the Governance Select Committee's areas of responsibility, they achieved the following:

- (i) 4 (80%) indicators achieved target.
- (ii) 1 (20%) indicators did not achieve target.
- (iii) 0 (0%) indicators performed within amber margin.

(iii) The Corporate Plan Key Action Plan 2015/16 Quarter 4 (Outturn) Position - The Corporate Plan was 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 were supported by Key Objectives which provided a clear statement of the Council's overall intentions for these five years.

There were 55 actions in the Key Action Plan 2015/16 of which 7 fell within the areas of responsibility of the Governance Select Committee:

- (a) 6 (86%) of these actions had not been achieved at year end.
- (b) 1 (14%) of these actions had not been achieved by year end.

(iv) Equality Objectives 2012-2016 – Outturn Report and Compliance with the Public Sector Equality Duty - The Equality Act 2010 placed a number of responsibilities on the Council, including a Public Sector Equality Duty (PSED) which has regard to equality in the exercise of its functions, eliminating discrimination advancing equality of opportunity and fostering good relations between persons who shared relevant characteristics and those who did not.

In March 2012, the Cabinet agreed four equality objectives for the four years from 2012 to 2016 designed to help the Council meet the aims of the PSED. The current status of the actions was as follows:

- (a) 31 (94%) of the 33 actions had been achieved within the relevant targets.
- (b) 2 (6%) of the 33 actions had not been achieved although significant progress had been made.

(v) Review of Elections and EU Referendum – in September 2016 the Select Committee received a report regarding the Elections and EU Referendum 2016 – Lessons Learnt from the Assistant Director of Governance and Performance Management.

The report discussed the planning processes and implementation of the following elections held on 5 May 2016:

- (1) The election of a Police and Crime Commissioner (PCC) for Essex.
- (2) 21 District Council wards were involved, one was uncontested and two in one ward caused by a resignation.
- (3) 11 contested Parish Council wards.

During this period there was a national campaign for the registration deadline publicising the opportunity of registering online. It was advised that the Electoral Commission publicity campaign confused many voters into thinking that they needed to re-register. Staff therefore had to undertake many hundreds of unnecessary deletions of duplicate registrations.

All of the local election papers for May were printed by the Council's Reprographics Section which again provided excellent service. Papers for both the PCC election and EU Referendum were printed externally, with no problems. All books were hand checked.

The use of a commonly used name for the same candidate in two wards had not been picked up at ballot paper draft and checking stages. Ballot papers were printed and postal votes despatched before the error was spotted. Officers had subsequently reviewed the checking process.

The Select Committee was advised that:

- (a) 8,700 postal packs were sent out for May, 250 of these had an issue error and were re-issued. 5,874 packs were returned and counted, a 67.5% return rate.
- (b) 10,200 postal packs were sent out for the EU Referendum, 1,500 more than May. A further issue of 1,850 were sent out over a week later. 11,069 were returned and counted, a 91.9% return rate.

At both elections all polling stations opened on time and operated all day without problem. The entire District's polling stations were operational for both the May and the June events. The Elections Office was busy on both days (22/23 June) as many callers needed advice on the voting process.

Future elections:

In May 2017 there would be County Council elections only. In May 2018 there were solely District elections. Lessons learnt would be fed back into the process for next year which would be beginning shortly. It was advised that in 2020 the district had scheduled quadruple elections, Parliamentary, PCC, District and Parish.

The Electoral Commission had recently published their reports into the May and June events as part of their recommendations they raised the issue of elections scheduled for May 2020. As indicated earlier, that year would see Local District and Parish elections combined with PCC and a Parliamentary election based on the new constituency boundaries. Apart from being a challenge to deliver, it would be potentially confusing for the voter due to the different franchises for each election and different voting systems as well.

(vi) Key Performance Indicators - Quarterly Progress – the Committee reviewed the Key Performance Indicators relevant to their Select Committee on a quarterly basis.

(vii) Corporate Plan Action Plan Progress Quarterly Progress – the Select Committee received quarterly updates on the Council's corporate action plan pertaining to their area of responsibility.

The Select Committee received the Annual Equality Information Report 2016 from the Performance Improvement Officer.

(viii) Annual Equality Information Report 2016 - The Equality Act 2010 required that authorities subject to the public sector equality duty publish equality information annually to demonstrate compliance with the duty. The Council published its last equality information report in September 2015, this report set out progress made since then, to improve the Council's services and employment practices for people with protected characteristics.

The Equality Act 2010 required that public bodies, including the Council had due regard to the need to:

- (a) Eliminating unlawful discrimination, harassment and victimization.
- (b) Advancing equality of opportunity between different groups.
- (c) Fostering good relations between different groups.

The equality duty covered age, disability, gender, gender reassignment, pregnancy and maternity, race, religion or belief and sexual orientation.

(ix) Essex County Council Highways Presentation – In January 2017, the Committee received a presentation from the Strategic Development Engineer and the Strategic Development Manager from the Transportation, Planning and Development Team at Essex County Council Highways in the role of Essex County Council as Highway Consultee.

Because of the amount of interest shown beforehand, this meeting was webcast.

The Transportation, Planning and Development team were based in County Hall, Chelmsford and consisted of Engineers and Officers who covered twelve districts within Essex. Essentially they were there to protect the safety and efficiency of the highways network.

Their role was to provide responses to planning applications as a statutory consultee to both, Local Planning Authorities and Essex County Council as the Waste and Mineral Planning Authority. It was also to protect the safety and efficiency of the highway network and to promote the use of sustainable travel.

(See Case Study for full details)

Case Study: Essex County Council Highways Presentation

The Committee received a presentation from Matthew Lane, Strategic Development Engineer and Matthew Bradley, Strategic Development Manager from the Transportation, Planning and Development Team at Essex County Council Highways in the role of Essex County Council as Highway Consultee. Mr Lane advised that they were invited to the Select Committee to give a brief overview of the work that they were responsible for within the County.

The Transportation, Planning and Development team were based in County Hall, Chelmsford and consisted of Engineers and Officers who covered twelve districts within Essex. The work they dealt with varied and could be anything from a vehicle crossover on an unclassified road to thousands of houses as part of the Local Plan strategic site allocations, the work could be very varied and on a huge scale. They were there to provide a statutory response as a consultee to all the local planning authorities within Essex. They also respond to the Essex County Council Waste and Mineral planning authority which deal with quarries and schools. Essentially they were there to protect the safety and efficiency of the highways network.

Their role was to provide responses to planning applications as a statutory consultee to both Local Planning Authorities, Essex County Council and Waste and Mineral Planning Authority and to protect the safety and efficiency of the highway network and to promote the use of sustainable travel.

EFDC would consult the Strategic Development Department with an application. It was then the responsibility of the team to look through the application in detail and either contact EFDC for more information or if there was sufficient information to determine the application within 21 days of receipt.

When considering an application, for the majority of proposals, a site visit would need to be arranged and to take into consideration, if the site had previously been considered and there were no changes then the decision would remain as previously determined and a site visit would not be needed.

Depending on the scale of the proposal a transport assessment would be required for 50 or more residential dwellings, to take into consideration the junction impact, site access and sustainable travel in the area. The applicant would employ transport consultants to produce a TA and they would conduct a traffic count and speed data and model the impact of the assessment. ECC would assess the modelling and check that it was done within industry standards. That could then lead on to

sustainable travel considerations especially where people want to reduce their vehicle movements and there could be better bus services, good footways and cycle route connections.

They consult with a variety of other departments within the Highway Authority for example Passenger Transport and Public Rights of Way to see if traffic calming can be implicated and yellow line provision in developments. Internal roads would be checked with the Essex Design guide making sure they were fit for purpose. They also check that new dwellings comply with the Parking Standards, unfortunately they have a different view to the districts and boroughs view regarding the Parking Standards as they have to look at it as highway safety not as the loss of parking.

Once they had investigated and completed an application they would then make their recommendations which would consist of one of the following responses:

- a) From a highway and transportation perspective the Highway Authority had no comments to make on the proposal;
- b) From a highway and transportation perspective the impact of the proposal is acceptable to the Highway Authority subject to the following requirements:
 - Must accord with both National and Local Planning Policies; and
 - Conditions/Works to mitigate the impact of the development;
- c) From a highway and transportation perspective the impact of the proposal is not acceptable to the Highway Authority for the following reasons:
 - Contrary to both National/Local Policies;
 - Safety Issues – evidence based;
 - Unable to mitigate the impact of the development.

Frequent Highway Misconceptions

Perceived traffic impact and speed – they do not look to assess impact until there were over 50 dwellings as anything smaller would not impact on the highways. If there was a safety measure then they would look at the application.

Residential amenity – was a planning issue and the planners would take this on board.

Pre-existing safety and congestion issues – we would not be able to refuse this as it was the lawful use of that site. The same with congestion at a junction if nothing could be done to improve it then they wouldn't be able to refuse,

Personal circumstances – they could not take personal circumstances into account.

Additional Responsibilities

Applicants went to them for Pre-Application advice, although they could not determine the application they did advise them on what they needed to do and what they needed to see as part of that application.

3. RESOURCES SELECT COMMITTEE

The Resources Select Committee consisted of the following Members:

Councillor S Kane (Chairman)
Councillor A Patel (Vice Chairman)
Councillors N Bedford, T Boyce, D Dorrell, R Gadsby, R Jennings, P Keska, A Mitchell, C Roberts, D Roberts, H Whitbread and Jon Whitehouse

The Lead Officer was Peter Maddock, Assistant Director Resources (Accountancy).

Terms of Reference

1. To undertake overview and scrutiny, utilising appropriate methods and techniques, of services and functions of the Resources Directorate, excluding those matters within remit of the Audit and Governance Committee, the Standards Committee or the Constitution Working Group;
2. To consider any matter referred to the Select Committee by the Overview and Scrutiny Committee;
3. To undertake quarterly performance monitoring in relation to the services and functions of the Resources Directorate, through review of progress against adopted key performance indicators and other appropriate measures;
4. To identify any matters within the services and functions of the Resources Directorate requiring in-depth scrutiny, for referral to the Overview and Scrutiny Committee;
5. To establish working groups as necessary to undertake any activity within these terms of reference;
6. To respond to applicable consultations as appropriate;

Finance

7. To consider the draft directorate budgets for each year, and to evaluate and rank proposals for enhancing or reducing services where necessary, whilst ensuring consistency between policy objectives and financial demands;
8. To review key areas of income and expenditure for each directorate on a quarterly basis throughout the year;

Information and Communications Technology

9. To monitor and review progress on the implementation of all major ICT systems;

Value For Money

10. To consider the Council's comparative value for money 'performance', and to recommend as required to the Finance and Performance Management

Cabinet Committee, in respect of areas where further detailed investigation may be required;

Human Resources

11. To monitor and review areas of concern or significance that comes under Human Resources.

The Panel scrutinised a number of important issues over the last year, which included:

(i) Corporate Plan Key Action Plan 2016/16 –(Outturn) Position – At their first meeting of the year the Committee received a report on the Corporate Plan Key Action Plan 2015/16, the quarter 4 outturn position for that year. They noted that the Corporate Plan was 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 were supported by Key Objectives, which provided a clear statement of the Council's overall intentions for these five years.

13 actions fell within the areas of responsibility of the Resources Select Committee. At the end of the year:

- 11 (85%) of these actions have been achieved; and
- 2 (15%) of these actions have not been achieved.

The Committee considered in detail the two actions that had not been achieved and were behind schedule.

(ii) Sickness Absence Outturn Report 2015/16 - Also at their July meeting the Committee received the outturn report for the sickness absence levels for 2015/16.

During Q3, 3.7% of employees met the trigger levels or above, 27.9% had sickness absence but did not meet the triggers and 68.4% had no absence. During Q4, 4% of employees met the trigger levels or above, 35% had sickness absence but did not meet the trigger levels and 61% had no absence.

The average number of days taken as sickness absence across all sectors was 8.3 days. In public services the figure was 9.3 days and 7.4 days in the private sector. In local government the figure was an average of 8 days. Last year the Council's outturn figure was 9.2 days. The Council's outturn figure of 7.99 days was now just below the local government average and 0.5 above the private sector.

Figures were also now split into work related stress and non-work related stress. The council has put a training programme in place to provide workshops for managers on mental health issues and over the last year there had been a decrease of 29% in the number of days lost due to mental health issues compared to the year before.

(iii) Energy Savings and Improved Management Process - The Committee noted the report updating them on the energy savings and improved management processes. They noted that the Council's energy consultants, Smith Bellerby (SB), were now dealing with all aspects of the energy billing and monitoring process on behalf of EFDC. Officers were extremely happy with the services provided. Since the

start of the contract in May 2015, savings of £31,000 had been made, mainly by identifying both major billing errors and by transferring supplies on high rate tariffs to preferential low rate tariffs on the Crown Commercial Services (CCS) Frameworks.

Monitoring of all energy bills had identified frequent large billing errors from suppliers. Last financial year SB had dealt with 52 major queries on our behalf. These queries were often complex and extremely time consuming.

It was noted that the majority of one-off savings had now been identified but that the staff resourcing savings would more than cover the SB annual charge. The charge for the financial year 2017/18 would be reduced to £22,587.

(iv) Key Performance Indicators 2015/16 (Outturn) Performance - The aim of the KPIs was to direct improvement effort towards services and the national priorities and local challenges arising from the social, economic and environmental context of the district.

The overall position for all 36 KPIs at the end of the year was as follows:

- (a) 27 (75%) indicators achieved target;
- (b) 9 (25%) indicators did not achieve target; although
- (c) 1 (3 %) of these KPIs performed within its tolerated amber margin.

Nine of the Key Performance Indicators fell within the Resources Select Committee's areas of responsibility. The overall position with regard to the achievement of target performance at the end of the year for these indicators, was as follows:

- (a) 8 (89%) indicators achieved target;
- (b) 1 (11%) indicator did not achieve target.

(v) Provisional Capital Outturn 2015/16 - The Senior Accountant took the Committee through the report on the provisional capital outturn for 2015/16, in terms of expenditure and financing compared with the revised estimates.

The Committee noted that:

- The Council's total investment on capital schemes and capital funded schemes in 2015/16 was £37,298,000 compared to a revised estimate of £49,917,000, representing an underspend of 25%;
- Within the Resources Directorate, there were two large underspends of £306,000 and £151,000 on the planned maintenance programme and the upgrade of the industrial units at Oakwood Hill respectively;
- Of the 27 projects scheduled to be undertaken within the Council's planned maintenance programme, 14 were fully completed or nearly completed at a cost of £856,000;
- The Information and Communication Technology (ICT) Programme progressed very well and 15 schemes were completed successfully in 2015/16.
- Progress on the new Shopping Park at Langston Road has been delayed, partly due to the need to re-tender the contract for the main construction works, and partly due to hold ups on the Section 278 highways work as a result of some very restrictive traffic management constraints imposed by Essex County Council after the tenders were submitted;
- Although the construction of the new depot at Oakwood Hill had progressed

well since it started last September, some slippage had been experienced on this scheme;

- The major investment within the Communities Directorate had been the extension and refurbishment of the Council's museum;
- The approved HRA capital budget for 2015/16 was increased compared to previous years to provide for the Council's housebuilding programme;
- With regard to the Capital Loans provided to third parties by the Council, these were more or less on target; and
- Although the total value of loans made to individuals to improve private housing stock was lower than anticipated, demand increased in 2015/16 to £119,000 compared to £65,000 the previous year. Given the upward trend, it was recommended that the £41,000 underspend was carried forward to 2016/17.

(vi) Provisional Revenue Outturn 2015/16 - The Senior Accountant introduced the provisional Revenue Outturn Report for 2015/16. The report provided an overall summary of the revenue outturn for the financial year 2015/16. The General Fund saw £347,000 more than estimated being used from the opening balance, which was more than outweighed by the use of the District Development Fund being £1.1 million less than estimated. Overall the total net expenditure on the General Fund was £16.1 million, some £669,000 lower than the revised estimate.

Similarly, the position on the Housing Revenue Account was £716,000 better than anticipated.

(vii) Corporate Plan Action Plan Progress Quarterly Progress – the Select Committee received quarterly updates on the Council's corporate action plan pertaining to their area of responsibility.

(viii) Key Performance Indicators - Quarterly Progress – the Committee reviewed the Key Performance Indicators relevant to their Select Committee on a quarterly basis.

(ix) Quarterly Financial Monitoring - The Committee received quarterly Financial Monitoring reports providing a comparison between the original estimate for the quarterly periods and the actual expenditure or income as applicable.

The Committee had within its terms of reference to consider financial monitoring reports on key areas of income and expenditure.

(x) Medium Term Financial Strategy and Finance Issues Papers – In October 2016 the Committee received a report that provided a framework for the 2017/18 Budget and updated Members on a number of financial issues that would affect this Authority in the short to medium term.

The meeting noted that in broad terms the following represented the greatest areas of current financial uncertainty and risk to the Authority:

- Central Government Funding
- Business Rates Retention
- Welfare Reform
- New Homes Bonus
- Development Opportunities
- Transformation

- Waste and Leisure Contracts
- Miscellaneous, including recession/income streams and pension valuation

The meeting noted that because of Brexit politicians and the Civil Service appeared to have been paralysed and so we knew little more than we did in February about changes to New Homes Bonus, the 100% retention of business rates or the financial contribution we would be required to make to support right to buy for housing association tenants. Given this position the report stated that there was little point updating the Medium Term Financial Strategy (MTFS) for anything other than the 2015/16 outturn and so it was similar to the one approved in February.

(xi) Telephone Monitoring Statistics – the Committee received twice yearly updates on the use of the telephone systems in the Council mainly on the amount of abandoned calls and the number sent straight to Voicemail. They noted that with a better virtual presence we were receiving far fewer calls and as a result far fewer callers were being abandoned and a greater willingness for customers to use voicemail.

(xii) Fees and Charges 2017/18 – This was a report on the proposed fees and charges that the Council should levy in 2017/18 and what scope there was to increase particular charges. It was noted that a saving of £250,000 in the Council's budget would be required in 2017/18, but the scope for increasing income as a result of increasing fees and charges was relatively limited as regards the General Fund though less so with the Housing Revenue Account (HRA).

The use of labour rate inflation as a guide was adopted last year on the basis that the most significant element of the cost involved in generating fees was staff salaries. The latest figure was 2.1% so adopting a figure of 2.0% was proposed.

It was noted that The Limes Centre makes a number of charges and that it was being proposed that around 5% be added to each of the charges for this facility. Based on recent, sample testing of other similar facilities in the area, it had been identified that the current pricing scale for the Limes Centre was significantly lower than several others and that there had also been an issue of people from outside the district, booking the facilities under the name of EFDC tenants and therefore taking advantage of the 50% tenant discount on hall hire fees.

It was also noted that waste management charges on bulky household waste were going up by 1.5% to 2%.

After due consideration, the proposals for the level of fees and charges for 2017/18 were agreed by the Committee.

(xiii) Sickness Absence 2016/17 – The Committee received the half yearly report on the Council's absence figures for Quarters 1 and 2 for 2016/17. It included absences figures by Directorate, the number of employees who had met the trigger levels and those who had more than 4 weeks absence and the reasons for the absence.

The Council's target for sickness absence under RES001 for 2016/2017 was an average of 7.5 days per employee. The current outturn figure for the two quarters was an average of 2.98 days, which was below the target of 3.64 days.

(xiv) Invest to Save Update - The meeting noted that in setting the budget for 2015/16 Council decided that, as the balance on the General Fund Reserve exceeded the minimum requirement and further savings were required; £0.5 million should be transferred from the General Fund Reserve into an Invest to Save earmarked reserve. This was subsequently topped up with an additional £154,000 during the current year. It was intended that this earmarked reserve would be used to finance schemes that would reduce the Continuing Services Budget (CSB) in future years.

Prior to the approval of the 2016/17 budget by Council in February 2016 a total of six schemes had been approved for Invest to Save funding and £309,000 of the fund balance of £500,000 had been allocated. A further three allocations were made by the March and April Cabinet meetings, which included the accommodation review and work on the future funding and structure of the museums service, these reduced the balance of unallocated funds to £92,000. As the fund had proved useful in generating savings schemes, Members agreed a top up of £154,000 in closing the 2015/16 accounts.

The most recent business cases were considered by the FPM Cabinet Committee in June and approval was given for some capital works at North Weald Airfield to extend a vehicle compound. A structural survey of the current main reception area and a programme management system for prototype activities were also approved.

(xv) Draft General Fund CSB, DDF and ITS Lists and Savings Up date – In December 2016 the Committee received an update on budget preparation work. The report provided the first draft of the Continuing Services Budget (CSB), District Development Fund (DDF) and Invest to Save (ITS) Schedules for 2017/18.

The Medium Term Financial Strategy (MTFS), which forms part of the Financial Issues Paper, identified that savings of around £500,000 were required over the forecast period. The savings required in 2017/18 were identified at £250,000 after savings of £464,000 already identified had been taken into account. It was noted though that there was more uncertainty than usual and little had changed since then.

The total CSB expenditure in 2015/16 was £2.9 million higher than the Original budget, but this was entirely down to the decision to fund Capital Expenditure of £3 million from the General Fund balance. This decision was made because of the significant General Fund balance held by the Council and the comments made by Central Government around 'excessive' balances held by local authorities. There were as ever salary savings due to vacancies and this trend had continued into 2016/17.

Of the one off items the biggest was the Local Plan to be completed in 2018, and this would be at a cost of £1.2 million over the original budget.

There were a number of areas where further work was required before figures to be included within the budget could be finalised. Clearly the emphasis in this budget cycle will again need to be on CSB savings rather than growth but there were some areas where growth was inevitable. The figures generally need to be viewed in the context of this being quite early in the budget preparation process and will clearly need to be revisited as the budget came together.

(xvi) Review of Section 106 Monies - The report was a review of usage of Section 106 monies. The report provided information on the Section 106 process and monitoring arrangements. These monies could be provided for a variety of different

purposes and would be based upon requirements identified as part of the planning process. The types of project can range from education, highways, leisure, health and affordable housing provision.

The Section 106 agreements themselves could vary; most had financial requirements but some had non-financial requirements.

An officer group monitors Section 106 agreements on a quarterly basis, monitoring progress on all agreements ensuring that funds were applied to the appropriate projects and spent within the agreed timescale.

(See Case Study for full details)

(xvii) Insurance Claims Statistics – In February 2017 the Risk Management and Insurance Officer, introduced the report on Insurance Claims Statistics. The statistics were for 2011/12 to 2015/16. The Council's insurance cover was provided by Zurich Municipal. All the insurance claims shown directly affected the Council but did not include policies that were recharged. They showed claims for the fleet vehicles over this period and it was noted that EFDC drivers only had 10 claims, the rest were when we were hit by other drivers.

(xviii) Benefits Fraud and Compliance Update - The Assistant Director Benefits, introduced the report updating members on the work being undertaken to combat both Housing Benefit and Local Council Tax Support fraud and compliance.

The Committee noted that the Housing Benefit fraud investigation ceased to be the responsibility of the Council from 1 October 2015. The existing Investigation Officers at that time were transferred to the Single Fraud Investigation Service (SFIS), part of the Department for Work and Pensions. The Council however, still remained responsible for the verification and checking of Housing Benefit applications. Local Council Tax Support was the Council's own scheme and therefore the Council remained responsible for Local Council Tax Support fraud and compliance.

(xix) Cost of Members and Corporate Services – a report provided information on the cost of Member and Corporate Services, how it was calculated and what was the definition of these services. The two areas that this report was concerned with was Corporate Management which was made up of two cost centres and Member Activities which was made up of six cost centres. The former fell within the Office of the Chief Executive budgets and the latter, Governance.

Corporate Management sometimes referred to as Corporate Policy Making was the cost of managing the authority as a whole and includes the cost of the Chief Executive, management board meetings, production of the accounts, external audit, Cost of maintaining a corporate bank account and a number of other similar costs. There was a popular misconception that a service area that provides support to all areas of the Council was a charge to Corporate Management, this was not the case as the definition was rather more narrow than that and the costs of these functions should be apportioned out to all Council services.

Member activities were sometimes referred to as Democratic Representation and as the name suggested was concerned with the cost to the authority of having elected members. It included Members Allowances, the holding of committee meetings and provision of agendas, the cost of attendance at external meetings where the member was representing the Council, officer advice to members and the provision of

member admin services.

As regards the total cost of both of these services the HRA should bear a proportion of the cost as members and officers carrying out this work clearly make decisions that affect both the HRA and General Fund.

Corporate Management, a significant proportion of the costs relate to officer time and all the cost of the Chief Executive. As regards Member activities, much of the costs were incurred regardless of the number of meeting held. A proportion related to office space including the Council Chamber, Members Room and Committee Rooms. The majority of the Democratic Services Team were also charged here along with support provided to members by other officers.

Case Study – Review of Section 106 Monies

At their December 2016 meeting the Committee received a report on the review and usage of Section 106 monies. The report provided information on the Section 106 process and monitoring arrangements. These monies could be provided for a variety of different purposes and would be based upon requirements identified as part of the planning process. The types of project could range from education, highways, leisure, health and affordable housing provision.

They noted that if a developer was developing land for housing purposes there was a requirement in most cases, where there was a development of 15 or more properties, to provide 40% affordable housing on site. Sometimes however this was not viable and the Council would accept a financial contribution to provide affordable housing in the area. Prior to the house building programme this money was used by the General Fund and passed to housing associations, however this money was currently being used by the HRA.

The Section 106 agreements themselves could vary; most have financial requirements but some had non-financial requirements. Sometimes at the developers behest a repayment clause would be included where the money had to be spent for the agreed purpose within a specific timescale. If this timescale was not met the money becomes repayable and the provider would be entitled to apply for the money to be returned to them. As an example on occasions funding has been provided for highways works and the County Council has struggled to spend the money as no clear project was identified during the planning approval process.

An officer group monitors Section 106 agreements on a quarterly basis, monitoring progress on all agreements ensuring that funds were applied to the appropriate projects and spent within the agreed timescale. There have been 113 Section 106 agreements entered into since 2001 and whilst the early ones had been concluded there was still a significant number that had obligations outstanding and some went back a number of years.

As at 31st March 2016 the Council held £363,000 in various section 106 contributions; this was a considerable reduction on the previous year as all affordable housing monies including those provided during 2015/16 were spent on the Council's house building programme in that year. The amount was made up of £248,000 related to leisure initiatives and the remaining £115,000 was due and subsequently paid to NHS England or parish council's.

It was possible that Section 106 agreements would be replaced by the Community Infrastructure Levy or CIL. This was being evaluated as part the Local Plan process by a consultant who was doing the groundwork to assess whether or not we should put a CIL in place, however we will not be able to do this until the Local Plan had been adopted, currently expected by the end of 2018.

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4. NEIGHBOURHOODS SELECT COMMITTEE

The Neighbourhoods Select Committee consisted of the following members:

Councillor N Bedford (Chairman)
Councillor H Brady (Vice Chairman)
Councillors N Avey, R Baldwin, L Hughes, J Jennings, R Morgan, S Neville, A Patel,
C P Pond, B Rolfe, M Sartin, G Shiell, E Webster and J H Whitehouse

The Lead officer was Derek Macnab, Director of Neighbourhoods and Deputy Chief Executive.

Terms of Reference

General

1. To undertake overview and scrutiny, utilising appropriate methods and techniques, of services and functions of the Neighbourhood Directorate and excluding those matters within the remit of the Audit and Governance Committee, the Standards Committee or the Constitution Working Group;
2. To consider any matter referred to the Select Committee by the Overview and Scrutiny Committee;
3. To keep under review:
 - (i) *Environmental enforcement activities;*
 - (ii) *Waste management activities; and*
 - (iii) *Leisure Management*
 - (iv) *Local Plan Scrutiny*
4. To respond to applicable external consultations as appropriate;
5. To establish working groups as necessary to undertake any activity within these terms of reference;
6. To identify any matters within the services and functions of the Neighbourhoods Directorate that require in-depth scrutiny and report back to the Overview and Scrutiny Committee as necessary;

Performance Monitoring

7. To undertake performance monitoring in relation to the services and functions of the Neighbourhoods Directorate, against adopted Key Performance Indicators and identified areas of concern;

Environment

8. To monitor and keep under review the Council's progress towards the development and adoption of a corporate energy strategy / environmental policy and to receive progress reports from the Green Working Party.

9. To receive reports from the Waste Management Partnership Board in respect of the operation of and performance of the waste management contract;

Leisure

10. To monitor and keep under review leisure management matters and in particular the procurement of the Leisure Management Contract.

The Panel scrutinised a number of important issues over the last year, which included:

(i) **Regular Updates on the Local Plan** – Throughout the year the Committee received regular updates on the development of the Council's Local Plan when they received reports from the officer in charge and had the chance to scrutinise the progress made and identify any obstacles that were encountered.

(ii) **Key Performance Indicators 2015/16 - Quarter 4 (Outturn) Performance** – in June 2016 the Committee considered the quarter 4 outturn report for the Key Performance Indicators for the previous year (2015/16). The Committee noted that as part of the duty to secure continuous improvement, a range of Key Performance Indicators (KPI) relevant to the Council's services and key objectives, are adopted each year by the Finance and Performance Management Cabinet Committee. Performance against the KPIs was monitored on a quarterly basis by Management Board and Overview and Scrutiny to drive improvement in performance and ensure corrective action was taken where necessary.

Twelve of the Key Performance Indicators fell within the Neighbourhoods Select Committee's areas of responsibility. The overall position with regard to the achievement of target performance at the end of the year for these indicators, was as follows:

- (a) 7 (58%) indicators achieved target;
- (b) 5 (42%) indicators did not achieve target; although
- (c) 1 (8%) indicator performed within its tolerated amber margin.

The committee went on to review each indicator that looked to be not on target and to question any inconsistencies that they came across.

(iii) **Corporate Plan Key Action Plan 2015/16 – Quarter 4 (Outturn) Position** – Again in June 2016 the Committee received a report on the quarter 4 outturn position of the Corporate Plan Key Action Plan for 2015/16. The Corporate Plan was 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 provided a clear statement of the Council's overall intentions for these five years.

20 actions fell within the areas of responsibility of the Neighbourhoods Select Committee. At the end of the year:

- 11 (55%) of these actions have been achieved; and
- 9 (45%) of these actions have not been achieved by year end.

(IV) Environmental Charter Objectives - The report on the Councils Environmental Charter and objectives was introduced by the Environmental Co-ordinator. In November 2015 the Neighbourhood and Community Services Select Committee had agreed that a draft environmental charter and action plan should be developed to replace the existing Climate Change Policy. It was further agreed that it should be brought back to the Select Committee for comment and agreement.

The outcome of these discussions was considered at the Green Working Party (GWP) on 7 December 2016 when it was agreed that the charter and action plan should be modelled on the 'Climate Local' methodology. This looks at various environmental commitments for a local authority and breaks them down into broad areas, such as Finance, Energy, the Natural Environment, etc. Within each area, suggestions are made for environmental commitments and associated actions. These documents now follow the format of Climate Local methodology but have been tailored to EFDC requirements.

The Environmental Charter was an overarching document to explain what we as EFDC (and the GWP) feel are our main commitments to the environment as the area leader.

The 'Commitments and Actions' was a document to demonstrate ways in which we were fulfilling our Charter. It was broken into three main headings with broad actions under each heading. The broad actions will then be supported by specific actions from the GWP work plan. Once actions have been completed they can be added to this document as a record of what has been achieved. In this way the work plan can be the "working document" which changes; supporting the overall commitments and actions document.

(v) Consultation Report on M11 Junction 7a and Widening of Gilden Way - The Committee received a late report on the ECC consultation on the M11 junction 7A (and widening of Gilden Way). They noted that Essex County Council was currently consulting on the provision and design of a new junction 7A on the M11, and the related widening of Gilden Way. This consultation followed several years of work by the County Council in assessing various options to improve congestion, and also in assessing possibilities for junction 7A design and location. A number of exhibitions would be going around the district.

The project also creates a spur going nowhere at present. This was to future proof the scheme but officers were unconvinced about this spur on the consultation. EFDC Members have previously raised concerns over the timing of the 'future-proofing' spur and roundabout which form part of Essex County Council's proposals. It was suggested that the Council included these concerns in its response, suggesting to Essex County Council that the phasing of delivery for these elements would need to be determined by the individual Districts' Local Plans, which were not yet available.

(vi) The Surface Water Management Plan for Loughton, Buckhurst Hill and Theydon Bois – In September 2016 the Select Committee received a presentation on the surface water management for Loughton, Buckhurst Hill and Theydon Bois from officers from Essex County Council and Capita.

Officers from the Council's Engineering, Drainage and Water Team had been working with Essex County Council's Flood Team, consultants and other stakeholders in producing a Surface Water Management Plan (SWMP) for Loughton, Buckhurst Hill and Theydon Bois. The plan outlined the predicted risk and preferred surface water management strategy for these areas. Surface water flooding

described flooding from sewers, drains, groundwater and run off from land, small watercourses and ditches that occurred as a result of heavy rainfall.

(See Case Study for details)

(vii) Fly Tipping – Enforcement and Clearance - The select committee received a verbal update on the Enforcement and Clearance of Fly Tipping from the Environment and Neighbourhoods Manager.

There were two main issues facing the authority in respect of fly tipping; the first was small scale disposal, often involving a single black rubbish bag and could be put down to mis-management. The second was large scale fly tipping which was frequently associated with professional tippers who worked for profit, this was a criminal activity that was hard to tackle and difficult to catch those responsible.

The solution was to attempt a reduction in fly tipping using enforcement signs, education and fines. Signs or notices could be stuck to black bags. The Environment Team were committed to the task; the Environment Agency only took on the largest cases which meant that this authority handled a great deal, probably 99% of all cases.

There had been recent changes in Government legislation including Fixed Penalty Notices which could impose £200 fines. The income from this could be used by local authorities. The enforcement technology was also improving, CCTV was one example.

(viii) Key performance Indicators 2016/17 Quarterly Performance - The Committee reviewed the Key Performance Indicators relevant to their Select Committee on a quarterly basis.

(ix) Corporate Plan Key Action Plan 2016/17 – Quarterly Performance - The Select Committee received quarterly updates on the Council's corporate action plan pertaining to their area of responsibility.

(x) Chigwell Neighbourhood Plan – The Select Committee considered the Council's response to the Draft Chigwell Neighbourhood Plan. It needed to be broadly in conformity with the Council's own Local Plan and had to meet certain basic conditions.

Chigwell Parish Council had published its Draft Neighbourhood Plan for a period of formal public consultation.

The examination process was 'light touch' and considered a limited number of matters. However, in order to pass examination a Neighbourhood Plan must comply with the basic conditions set out in paragraph 8(2) of Schedule 4B to the Town and Country Planning Act 1990 as applied to Neighbourhood Plans by section 38A of the Planning and Compulsory Purchase Act 2004. The plan met the basic conditions if:

- a) Having regard to national policies and advice contained in guidance issued by the Secretary of State it was appropriate to make the plan;
- b) The making of the plan contributes to sustainable development;
- c) The making of the plan was in general conformity with the strategic policies contained in the development plan for the area of the authority (or any part of that area); and

- d) The making of the plan did not breach, and is otherwise compatible with, EU obligations and human rights requirements.

(xi) Environmental Charter and Objectives – In November 2016 the meeting reviewed the report updating them on the progress of the Environmental Charter. It was noted that the development of an Environmental Charter and associated action plan was added to the Green Working Party's (GWP) work programme. Over a period of months the GWP developed the Charter and associated 'commitments and actions' and these were agreed by this Select Committee at its meeting on 28 June. The Select Committee recommended the Charter to the Cabinet and asked to receive an annual report on the progress of the Charter against its action plan.

Case Study: The Surface Water Management Plan for Loughton, Buckhurst Hill and Theydon Bois

In September 2016 the Select Committee received a presentation on the surface water management for Loughton, Buckhurst Hill and Theydon Bois from L Shepherd of Essex County Council and C Despins from Capita.

Officers from the Council's Engineering, Drainage and Water Team had been working with Essex County Council's Flood Team, consultants and other stakeholders in producing a Surface Water Management Plan (SWMP) for Loughton, Buckhurst Hill and Theydon Bois. The plan outlined the predicted risk and preferred surface water management strategy for these areas. Surface water flooding described flooding from sewers, drains, groundwater and run off from land, small watercourses and ditches that occurred as a result of heavy rainfall.

A four phase approach had been undertaken in line with Defra's SWMP technical guidance for 2010. The areas identified as being at significant risk had been placed into Critical Drainage Areas (CDAs) of which a total of seven CDAs had been identified. For each site, specific measures had been identified that could be considered in helping reduce the risk of surface water flooding. The process established a long term action plan for the County Council, District Council and other flood management authorities to assist in their roles under the Flood and Water Management Act 2010.

These areas were the first within Epping District subject to a SWMP, because:

- (a) Defra's National Rank Order of Settlements Susceptible to Surface water Flooding indicated that Loughton was vulnerable to surface water flooding and was ranked 313th out of 4,215 settlements in England with an estimated 1,000 at risk of flooding. The Defra document did not contain any information regarding the vulnerability or floodrisk for Buckhurst Hill or Theydon Bois, but due to historical flooding events it was decided to assess these areas as part of the SWMP; and

(b) As part of its duties created by the Flood and water Management Act 2010, the County Council produced in January 2011 a Preliminary Flood Risk Assessment which identified the Loughton area as a Tier 1 at risk area.

The select committee were advised of the potential options in dealing with flooding:

(a) Soft Measures

- (i) Adaptation of spatial planning policy
- (ii) Improving maintenance of the drainage network
- (iii) Emergency planning
- (iv) Raising community awareness

(b) Hard Engineering Measures

- (i) Ponds
- (ii) Pipe enlargement
- (iii) Additional gullies

(c) Sustainable Drainage Systems

- (i) Bioretention (The process in which contaminants and sedimentation were removed from stormwater run off. Stormwater was then collected into the treatment area)
- (ii) Green roofs (A roof partially or completely covered with vegetation)
- (iii) Permeable Pavement (Was a range of sustainable materials that allowed the movement of stormwater through the water)
- (iv) Detention Basins An excavated area installed on or adjacent to rivers, streams and the like for protection against flooding)
- (v) Rainwater Harvesting (The accumulation and deposition of rainwater for re-use on site, rather than allowing it to run off)
- (vi) Sub-Surface Storage (This relied on construction of water storage structure made of concrete or piping)

The select committee asked the invited guests about the various options for coping with flooding. Members were concerned about the role of Essex County Council Highways in supporting better flood preparation. A meeting had been undertaken with County Highways considering changing maintenance regimes on their assets. Whilst the attitude from Highways was positive, it was clear that their current funding and prioritisation gave limited focus to their own drainage assets. The working relationship the District Council had with the Drainage Engineer at Highways was extremely good.

The ECC and the Capita officers advised other problems they faced:

- Encouraging eligible residents to consider applying for Property Level Protection Grants that were available from ECC to install flood protection products, however properties must have been flooded previously to receive this.
- Continuing exploration of investment opportunities for drainage assets offered by developments that may come forward within the SWMP area, both pre and post adoption of the new Local Plan.

- Challenging drainage proposals where developers had not considered or embraced the range of sustainable drainage systems available.
- Working to ensure that Members and the wider public were aware of flood risk from all sources and how they could better prepare in the event of flooding.
- The Select Committee were advised that it was important building flood resilience into buildings, for example flooring that could be used after a flood.

Members were concerned about blockages in the River Roding which were not being cleared. Essex County Council replied that they had a very good relationship with the Environment Agency, however maintenance budgets had been cut, it was important to justify the benefits of work in line with costs sustained.

There was particular concern about flooding in the Theydon Bois, affecting 31 properties Essex County Council replied that it was difficult to assess options and deciding what would work. They would look at properties potentially affected, there were resources available. It was important to inform people and help with preparation.

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Overview and Scrutiny Work Programme 2016/17

Overview and Scrutiny Committee (Updated: 1 March 2017)

Chairman – Councillor M. Sartin			
Item	Report Deadline / Priority	Progress / Comments	Programme of Future Meetings
(1) Transport for London – Central Line services and infrastructure (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 to be reported to meeting on 28 February 2017.	07 June 2016; 19 July; 25 October; 19 December; 30 January 2017 (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 – Local Highways Services and infrastructure (Scrutiny of External Organisations)	Alternative way forward considered at meeting on 28 February 2017	External scrutiny of local highway services and infrastructure. Appropriate lines of questioning and scope/focus of presentation (if required) agreed at meeting held on 19 July 2016.	
(4) Overview and Scrutiny Work Programme (2017/18)	First meeting of each municipal year (6 June 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 (6 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 (6 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	External scrutiny of improvement plans arising from report of Ofsted (November 2016) on 'inadequate' judgement educational facilities and services, completed at meeting held on 28 February 2017.	
(8) Princess Alexandra Hospital NHS Trust (Scrutiny of External Organisations)	6 June 2017 (to be carried forward to work programme for 2017/18)	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	PICK submission agreed at meeting held on 28 February 2017. Referred to Resources Select Committee.	

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)	To be carried forward to work programme for 2017/18	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.)	To be carried forward to work programme for 2017/18	(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 carried forward to work programme for 2017/18	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. Agreed that this 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) - Completed	
(21) Communities Key Performance Indicators (KPIs) – Targets for 2017/18	March 2017	(Housing Portfolio) - Completed	
(22) Progress with Key Actions for the Corporate Plan led by the Communities Directorate – Quarter 3	March 2017	(All Portfolios) - Completed	
(23) Annual Report from representatives of the Youth Council on completed and proposed activities	March 2017	(Housing Portfolio) - Completed	
(24) Presentation on Disabled Facilities Grants and current demand and expenditure	September 2016	COMPLETED – September 2016 (Housing Portfolio)	
(25) Approach to promotion and marketing of support and financial incentives for under-occupying tenants wanting to transfer	September 2016	COMPLETED – September 2016 (Housing Portfolio)	
(26) Attendance by Essex Police District Commander at next meeting – Discussion on issues to raise	September 2016	(Safer Greener Transport Portfolio) COMPLETED	
(27) Presentation by Epping Forest CAB on its use of EFDC funding for their two Debt Advisors	January 2017	(Housing Portfolio) - Completed	

(28) 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) Went joint meeting of the Finance & Performance Cabinet Cttee. & the Communities SC - Completed	
(29) Review of the Council's Careline Service	21 November 2016	(Housing Portfolio) - COMPLETED	
(30) Presentation from Essex Police's District Commander on current policing and crime issues in the District	8 November 2016	(Safer Greener Transport Portfolio) COMPLETED	
(31) Review of the future use of sheltered/grouped housing scheme sites	June 2017	(Housing Portfolio)	
(32) Housing Strategy 2017-2022	June 2017	(Housing Portfolio)	
(33) 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 - Completed	
(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 - COMPLETED	
(11) Petitions Scheme	TBA	Review of the Council's Petitions Scheme	
(12) Compliments and Complaints	31 January 2017	Olivia Shaw, Head of Customers Services has been invited to a future meeting. To identify trends a period of time will need to elapse. .	

(13) Review of Enforcement activity across the services of the Governance Directorate.	4 April 2017	This item will include Planning Enforcement but corporate and benefit fraud as well, within the Governance remit.	
(14) Building Control	4 July 2017		
(15) Essex County Council Highways	31 January 2017	Invitation to be extended to Essex County Council Highways representative to make a presentation to answer questions. This will be a single item meeting to be held in the Council Chamber – Completed	
(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		
(18) Review of Planning Application Validation Checklist	4 April 2017		

**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;

(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.	15 November; 24 January 2017 (Cancelled); 24 March
(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 – Completed	
(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 - Completed	
(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 March 2017 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 . Extra Meeting: 10 April 2017
(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.	Progress report on call/response handling. Also to receive a report on options following introduction of new telephony system. <i>Last Update in March 2017 on general it systems and 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; Dec. 2016; & March 2017	To receive quarterly financial monitoring Reports	
(14) Review of Risk Management Arrangements	February 2017	Item from the O&S Co-ordinating Group. To review the trends in claims experience - Completed	
(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	Item from O&S Co-ordinating Group. To review requests for meetings/reports and examine the cost implications. - Completed	
(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	Received a report in February 2016 on the fraud team's work. - Completed	
(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.	
(22) PICK Form on the Transformation Project	Initial meeting on 10 April 2017	Initial meeting to review PICK form and set terms of reference for looking at the Transformation project.	