



Overview and Scrutiny Committee Tuesday, 9th January, 2018

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, 9th January, 2018**
at **7.30 pm** .

Glen Chipp
Chief Executive

**Democratic Services
Officer**

A. Hendry Tel: (01992) 564243
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Members:

Councillors M Sartin (Chairman), R Brookes (Vice-Chairman), N Avey, R Baldwin, N Bedford, Y Knight, J Lea, A Mitchell, S Murray, S Neville, A Patel, D Stallan, B Surtees, H Whitbread and D Wixley

SUBSTITUTE NOMINATION DEADLINE: 6.30pm

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

**MEMBERS ARE REMINDED TO BRING TO THE MEETING THE REPORTS
CIRCULATED WITH THE LAST AGENDA FOR THIS COMMITTEE AND INFORMATION
PUBLISHED IN THE MEMBERS BULLETIN CONCERNING THE CHANGES TO SERVICE
LEVELS AT WHIPPS CROSS HOSPITAL FOR CONSIDERATION UNDER AGENDA
ITEM 5**

A PRE – MEETING FOR MEMBERS OF THE COMMITTEE WILL BE HELD AT 7.00PM

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 consenting to becoming part of the webcast.

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

2. APOLOGIES FOR ABSENCE

3. SUBSTITUTE MEMBERS

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

4. MINUTES (Pages 5 - 16)

To confirm the minutes of the meeting of the Committee held on 31 October 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. TRANSPORT FOR LONDON (Pages 17 - 18)

(Director of Governance) to receive a short presentation from an officer from Transport for London to respond to concerns in regard to local bus service provision by TfL.

The officer to attend this meeting will be Mark Hart, the Stakeholder Engagement Manager for the Bakerloo, Central and Victoria Line.

7. 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.

8. EXECUTIVE DECISIONS - CALL-IN

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

9. KEY OBJECTIVES PLAN KEY ACTION PLAN 2017/18 - QUARTER 2 PERFORMANCE (Pages 19 - 36)

(Head of Transformation) To consider the attached report.

10. SCRUTINY OF EXTERNAL ORGANISATIONS - REVIEW (Pages 37 - 48)

(Director of Governance) a report on the proposed visit of the Principal of Epping Forest College to attend this meeting on 28 February 2017 is attached.

Also for the information of the Committee, a schedule setting out the external scrutiny that it has undertaken over the last three years is attached. This schedule has been updated to include those external scrutiny activities already agreed by the Committee for the remainder of the current municipal year.

11. OVERVIEW & SCRUTINY COMMITTEE WORK PROGRAMMES 2017/18 - REVIEW (Pages 49 - 72)

(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.

12. 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.

EPPING FOREST DISTRICT COUNCIL OVERVIEW AND SCRUTINY MINUTES

Committee:	Overview and Scrutiny Committee	Date:	Tuesday, 31 October 2017
Place:	Council Chamber, Civic Offices, High Street, Epping	Time:	7.30 - 9.02 pm
Members Present:	Councillors M Sartin (Chairman) R Brookes (Vice-Chairman) R Baldwin, N Bedford, J Lea, A Mitchell, S Murray, S Neville, A Patel, D Stallan, H Whitbread, D Wixley, G Chambers and J H Whitehouse		
Other Councillors:	Councillors A Grigg, H Kane, S Kane, A Lion, G Mohindra, G Shiell and C Whitbread		
Apologies:	Councillors N Avey, Y Knight and B Surtees		
Officers Present:	D Macnab (Deputy Chief Executive and Director of Neighbourhoods), S Tautz (Democratic Services Manager), D Bailey (Head of Transformation), P Maddock (Assistant Director (Accountancy)), J Leither (Democratic Services Officer), G J Woodhall (Senior Democratic Services Officer) and T Carne (Public Relations and Marketing Officer)		
By Invitation:	Mr Alan Gurney, Managing Director, Whipps Cross Hospital (Barts Health Trust) and Dr Heather Noble, Medical Director, Whipps Cross Hospital (Barts Health Trust)		

27. 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.

28. SUBSTITUTE MEMBERS

It was reported that Councillor Chambers was substituting for Councillor Knight and Councillor J H Whitehouse was substituting for Councillor Surtees.

29. MINUTES

RESOLVED:

That the minutes of the last Committee meeting held on 18 July 2017 be signed by the Chairman as a correct record.

30. DECLARATIONS OF INTEREST

Councillor G Chambers declared a non-pecuniary interest in the following item of the agenda by virtue of being employed by the Barts Health NHS Trust three years ago. He advised that his interest was not prejudicial and that he would remain in the meeting for the duration of the item and consideration thereon:

- Item 6 – Scrutiny of external organisations – Barts NHS Health Trust.

31. BARTS HEALTH NHS TRUST - SCRUTINY OF EXTERNAL ORGANISATIONS

The Chairman welcomed officers from Barts Health NHS Trust, who were attending to update Members on their improvement plan from their last visit to this meeting on 23 February 2016. In attendance were Alan Gurney, Managing Director and Dr Heather Noble, Medical Director both from Whipps Cross Hospital.

Mr Gurney advised that the Care Quality Commission (CQC) undertook a focused unannounced inspection in May 2017 of three of the core services at Whipps Cross Hospital, these were surgery, end of life care and outpatients and diagnostic imaging. This visit was a follow up to the CQC's previous inspection of Whipps Cross Hospital in July 2016, which at that time, rated Whipps Cross Hospital as inadequate overall. In September 2017 the CQC published their report and the inadequate overall rating for the hospital had improved and the status had moved from inadequate to required improvement, although some areas such as surgery still remained inadequate.

The problems that remain with surgery are due to the age of the building and the state of repair, the theatres are old and needed major investment to repair and update them. Mr Gurney reported that Barts Health Trust were reinvesting £1.4 million in the current financial year to completely overhaul and refurbish two of the operating theatres that the CQC were concerned about and this refurbishment should be completed by Spring 2018.

In 2015 the CQC documented that they were concerned with the culture within the hospital and bullying and harassment was cited as a real problem. In the 2017 CQC reported it had been noted, that whilst there were still pockets of concern, a significant improvement had been noticed within the Hospital concerning culture, good relationships between management and staff and staff engagement with patients and colleagues.

Whipps Cross Hospital continued to focus their efforts on improvement including:

- Taking immediate action to improve surgical services by improving the environment and governance within the service;
- Recruit more permanent staff;
- To improve the flow through the hospital so that patients do not have to wait too long for treatment and cancellations are kept to a minimum;
- Identify and learn from incidents which occur; and
- To ensure all staff are aware of infection and control guidelines and policies.

Mr Gurney stated that the Whipps Cross Hospital site needed redeveloping the site was a 100 years old and needed a major overhaul, 43% of the site pre-dated the NHS, 70% of the site was more than 30 years old and the layout was confusing, making it difficult to deliver the best possible care. There was increasing pressure on services for example the Accident and Emergency department saw over 450 patients a day, making it one of the busiest departments in the country. There were also over 500,000 outpatients a year and the maternity unit delivered 5,000 babies a year.

There was a need to invest in the future of Whipps Cross and redevelopment was greatly needed. A strategic outline case was with the Trust's regulators for approval. Once approved the next level would be to outline a business case and then options would be looked at for the redevelopment of the site and how the Trust would be able to acquire the funding for this major project.

The meeting was then opened up to questions from members.

Q. Members expressed concerns regarding the diagnostics department, staff and patients could have been in contact with high levels of radiation which wasn't detected at the time. Why did this happen, why wasn't this detected at the time.

A. Each member of staff working in the diagnostics department had their own radiation monitor which would alert them if the levels were high. There was a problem with the system that was used to monitor and process the data that read the levels of radiation. The system failed as the monitors were not flagging when staff were near to the high levels. It had now been remedied the system was now working and the exposure to staff, at that time, was within the acceptable limit.

Q. It had been noted that Whipps Cross Hospital were looking build a new hospital has the Trust looked at any sites for redevelopment or would the new hospital be built on the same site.

A. The site that Whipps Cross Hospital sits on was 18 hectares of land, therefore the redevelopment of the hospital would be on that land. The Trust would be looking to reduce the footprint of the hospital as a nurse would leave the ward to go to the pharmacy and would be gone from the ward for 30-40 minutes due to the distance that they had to go.

Q. Have Whipps Cross lost much capacity from bed blocking, as the government have put emphasis on care in the community and have reduced the number of beds nationally in hospitals from 183,000 in 2002 to 136,000 now. have Whipps lost any bed capacity and what are you doing to facilitate the movement of patients through the hospital.

A. Firstly I would like to say we don't use the term bed blocking no longer exists its called delayed discharge. As of today we have 11 beds occupied by delayed transfer of care. We recognise as the winter approaches that this will become more challenging and we are working with our partners to see how we can keep the system flowing over the winter months. We have not closed any beds this year apart from some escalated winter beds that we opened last year and we are not looking to reduce any bed stock in the hospital.

Q. In your report it talks about the problems Whipps Cross have had with bullying, favouritism and unfair treatment causing a lack of confidence. What steps have you taken to alleviate these issues.

A. There was still a problem but on a much less scale, we have taken steps to put structures in place so that matters can get resolved in the right way. We have supported staff with information on how to deal with bullying and who to report it to. All areas of the hospital are working together and talking to each other we are implementing a culture change. A set of values and behaviours have been introduced throughout the trust and all staff are expected to follow these guidelines.

Q. Were all staff aware of who they should go to for any concerns they felt they had or if they felt procedures were not being followed.

A. Yes, they could go through their line managers or there was a confidential anonymous hotline.

Q. In regard to winter planning measures can you extend on any measures you have in place this winter for the A&E department.

A. We have a very robust winter plan that we have put into place, not just internally with the Barts Health Trust but also with our external partners. Additional resilience has been put in around the A&E department in terms of how we stream patients, as they come through the front door. £500,000 has been invested internally within Whipps Cross Hospital, geared around the weekend resilience to keep the

department moving. On the 6 November 2017 a brand new ambulatory care unit will open, £700,000 of capital was given to Whipps Cross Hospital by the Department of Health during the summer and building work has been going on for the last 6 weeks. At present 20-25 people a day are put through the ambulatory unit and new unit will allow 50 people a day to be put through the unit. Additional investment had also been put into the rapid response team.

Q. In your report it states under the heading 'Safe', 'Feedback was not shared consistently with staff, as monthly ward meetings did not always take place.' Has this issue been addressed.

A. This was within the surgical wards, when the CQC came out of the 6 surgical wards only two of them were able to produce consecutive minutes for the previous months. I can categorically say that this has been one of the improvements put into place and that these ward meetings are now taking place regularly and the minutes are available for every ward.

Q. When visiting the hospital it was noted the dilapidation of the old nurses living quarters, it was very expensive for nurses to live in London and maybe with having living accommodation you would be able to retain nurses. Are there any plans to bring back living quarters for nurses or could the accommodation be used for the delayed discharge patients

A. From September 2016 to September 2017 we have employed 60 new members to the nursing staff. As of today there are 96 further nurses in the process of being employed. We are looking into bringing living accommodation back on site for single and family affordable living accommodation.

Q. What is the purpose of the Strategic Outline Case (SOC) and when do you hope to take it to the Outline Business Case.

A. The SOC was prepared to outline the case for change, in terms of investing into the Whipps Cross Hospital site. That was with our regulators NHS Improvement and we are awaiting approval from them to agree that we can take it forward to Outline Business Case. This will probably take another 12 months as this would be where the detailed planning around options for the site would take place.

Q. How can we as a District Council support you.

A. The District Council could help by spreading the word particularly with the redevelopment and the problems with the current site. Need people to know that the building was very old and needs to be rebuilt in the hope that the support of the people will add weight of opinion when we take our funding bid to the Government.

Q. There have been press reports that the NHS was taking on more managerial staff than they are front line staff.

A. I don't believe this to be true but the NHS do need to employ managerial staff otherwise more of the paperwork and administrative side of the hospital would fall to the front line staff and therefore they would not be able to use the skills they trained for effectively.

Q. A presentation was received from your team at the Joint Health Overview and Scrutiny meeting a few weeks ago, there was some statistics discussed regarding inappropriate discharge into the community, particularly where people needed re-enablement services and were placed into care homes and they weren't given the adequate level of care to support their needs. What is the trust doing now to safeguard future discharges from hospital and the appropriate care package put into place.

A. We know that when elderly people are admitted into hospital they get deconditioned. Their life space was reduced from a house or a flat to a bed and a

chair. We need to get them back into their home as quickly as possible so their mobility doesn't deteriorate. We have a good service in the Forest Assessment Unit and that is where our care of the elderly team will put an appropriate care package into place to get them back into their own homes as soon as possible.

Q. In terms of recruitment what kind of relationship do you have with schools, colleges and universities and how do you foresee younger people wanting to join the medical profession and do you do any work around that.

A. Regarding schools and colleges, Whipps Cross Hospital do need to develop relationships with schools and colleges. We have work going on in other districts of Barts Health, for example, Newham they have a scheme which draws people from disadvantaged backgrounds that haven't made the grade to get into medical school and they are given some experience to help them to get into medical school the next time around.

Q. What have you done on the Dementia Care Service that has been put in place.

A. Dementia care is a priority for the Trust, we have more patients at Whipps Cross Hospital with dementia than at any of our other sites. Dementia was now part of the mandatory training for all staff and all new staff it was part of their induction. We have dementia champions who go out and educate staff. Our clinical areas are dementia friendly. We recognise that we haven't always got dementia care right but it was critical that we continue to work on our processes to dementia care.

The Chairman stated that what came out of the report positively was the caring and compassionate attitude of staff to patients and their relatives.

The Chairman thanked Mr Gurney and Dr Noble for coming to this meeting, presenting their report and answering all the questions.

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

(a) Public Questions

It was noted that there were no public questions for the committee.

(b) Requests to address the Overview and Scrutiny Committee

Janis Crowder, member of the public had requested to address the Committee regarding her concerns with the Barts Health Trust.

Ms Crowder explained that she had an ongoing complaint with Whipps Cross Hospital regarding her Mother's care. Her Mother who suffered with dementia was admitted to Whipps Cross Hospital late in 2016 for surgery. In Ms Crowder's opinion she felt her Mother was not treated with care and compassion and that she needed to make her concerns regarding her treatment at Whipps Cross Hospital public and to find out what went wrong with her Mother's care that ended in her death.

Ms Crowder advised that to date she had not received any response from Barts Health Trust regarding her complaint.

33. TRANSFORMATION TASK AND FINISH PANEL - FINAL REPORT

Councillor A Patel presented a report to the Committee requesting that the work within the Transformation Programme be subject to scrutiny by members. Initially it

was proposed that the scrutiny be undertaken by the Resources Select Committee however a special meeting of the Resources Select Committee proposed that a Task and Finish Panel be established for this specific task.

At a meeting of the Overview and Scrutiny Committee on the 18 April 2017, the Committee agreed to establish of such a panel and at the following meeting on the 6 June 2017 the terms of reference and membership of the panel were agreed.

The Panel has now had three meetings to consider information relating to the programme and the report to the Agenda Item 8 summarises the work carried out and the recommendations made as a result of the meetings.

Councillor Sartin proposed that recommendations 4 and 5 should be amended to read:

4. That details of new projects should be submitted to the relevant select committee for their scrutiny, or in the case of those being managed by the Chief Executive they would come to the Overview and Scrutiny Committee.

5. That project closure and benefits realisation reports should be submitted to the relevant select committee for their information, or in the case of those being managed by the Chief Executive they would come to the Overview and Scrutiny Committee.

The recommendations were proposed by Councillor Sartin and seconded by Councillor Chambers.

RESOLVED:

1. That the Overview and Scrutiny Committee receive the five closure reports of the finished (high risks) projects, to enable them to compare lessons learned across projects (P013, P033, P116, P118, P136).

2. That an updated Transformation Programme Project Dossier should be reviewed at each Overview and Scrutiny Committee meeting.

3. That the Head of Transformation should submit an end of year report to the Overview and Scrutiny Committee, (preferably to their March meeting) summarising the project work during that year and setting out any potential areas for scrutiny for the coming year.

4. That details of new projects should be submitted to the relevant select committee for their scrutiny, or in the case of those being managed by the Chief Executive they would come to the Overview and Scrutiny Committee.

5. That project closure and benefits realisation reports should be submitted to the relevant select committee for their information, or in the case of those being managed by the Chief Executive they would come to the Overview and Scrutiny Committee.

6. That reporting of projects entering lifecycle stages be included in the Cabinet 'Highlight Report' for information.

7. That arrangements be made for all members of the Select Committees and the Overview and Scrutiny Committee to receive training on transformation and the various elements of the project lifecycle.

8. That members be allowed 'read only' access to the Covalent system for information. The access to be at project level.
9. That the Overview and Scrutiny Committee undertake appropriate scrutiny of projects and initiatives that concern matters within the service responsibility of the Chief Executive.
10. That the Overview and Scrutiny Committee receive an annual update of the Customer Services Programme from the Head of Customer Service.
11. That existing projects be reported to the relevant Select Committee to be reviewed.

34. OVERVIEW & SCRUTINY SELECT COMMITTEES - MEMBERSHIP 2017/18

The Democratic Services Manager advised the Committee that following the death of Councillor G Waller, earlier this year, and the Leader appointment of Councillor S Kane as the Safer, Greener and Transport Portfolio Holder, appointments needed to be made to two of the Select Committees for the remainder of 2017/18.

The Committee noted that Councillor S Kane was a member of the Overview and Scrutiny Committee and the Council's Constitution provided (Article 6, Paragraph 5) that members of the Executive may not be members of the Overview and Scrutiny Committee. At a meeting of the Council on 26 September 2017, it was reported that Councillor J Lea had been appointed to the vacancy on the Overview and Scrutiny Committee arising from the appointment of Councillor S Kane to the Safer, Greener and Transport Portfolio Holder.

RESOLVED:

- (1) That Councillor A Patel be appointed as Chairman of the Resources Select Committee for the remainder of the 2017/18 municipal year;
- (2) That Councillor D Sunger be appointed as Vice-Chairman of the Resources Select Committee for the remainder of the 2017/18 municipal year;
- (3) That Councillor P Stalker be appointed as a member of the Resources Select Committee for the remainder of the 2017/18 municipal year; and
- (4) That Councillor N Bedford be appointed as a member of the Governance Select Committee for the remainder of the 2017/18 municipal year.

35. EXECUTIVE DECISIONS - CALL-IN

The Democratic Services Manager advised that a valid call-in had been received by the Chief Executive on 14 September 2017, in connection with a Cabinet decision agreed at its meeting on 7 September 2017 (Reference C-015-2017/18). This was in regard to the proposed relocation of the Council's Housing Repairs and Housing Assets Services to the Oakwood Hill Depot, Loughton. The call-in was made by Councillors C C Pond (lead member), C Roberts, S Murray, D Roberts and C P Pond.

At the request of the lead member for the call-in, this matter was considered at a meeting convened in accordance with the procedure for the 'withdrawal or modification of a call-in' contained in Article 6 (Overview and Scrutiny) of the Council's Constitution.

As a result of this meeting the Housing Portfolio Holder had agreed to ensure that an appropriate transport assessment was undertaken with regard to the relocation of Services to the Oakwood Hill Depot, prior to the preparation and submission of any planning application that was required for the provision of increased car parking facilities at the Depot.

This approach was supported by the lead member of the call-in and with that agreement, the Chairman of the Overview and Scrutiny Committee had determined that the call-in be treated as withdrawn.

NOTED:

That the Committee note the withdrawal of a call-in request in regard to the proposed relocation of the Council's Housing Repairs and Housing Assets Services to the Oakwood Hill Depot, Loughton.

36. TRANSPORT FOR LONDON - SCRUTINY OF EXTERNAL ORGANISATIONS

The Democratic Services Manager advised the Committee that Transport for London (TfL) would be attending the next meeting of the Overview and Scrutiny Committee on 9 January 2018, with regard to local bus services operated by TfL in the District.

The following matters were agreed by the Committee as the basis for such external scrutiny. If members had any further issues that they would like to raise with TfL they should advise democratic services officers by email of such matters no later than 30 November 2017. In accordance with usual practice, notice of all questions and matters to be raised would be provided to TfL in advance of the meeting.

- (a) Future changes proposed by Transport for London with regard to local bus services that serve the Epping Forest District, including 'cross-border' routes;
- (b) The future schedule (timetable) and integration of all local bus services operated by Transport for London that serve the Epping Forest District, including 'cross-border' routes;
- (c) Future funding arrangements for all local bus services operated by Transport for London that serve the Epping Forest District, including 'cross-border' routes;
- (d) The plans of Transport for London with regard to the current and future operation of Service No. 20 (Walthamstow to Vere Road, Loughton) within the Epping Forest District;
- (e) The plans of Transport for London with regard to the current and future operation of Service No. 167 (Ilford to Loughton Station) within the Epping Forest District, including the current financial performance of Service No. 167;
- (f) The plans of Transport for London with regard to the current and future operation of Service No. 549 (South Woodford to Loughton Station) within the Epping Forest District; and

- (g) The plans of Transport for London with regard to the 'digitisation' of service information provision at bus stops within the Epping Forest District, that serve local and 'cross-border' routes.

37. CORPORATE PLAN KEY ACTION PLAN 2017/18 - QUARTER 1 PROGRESS

The Committee received a report from the Head of Transformation regarding the Quarter 1 performance of the Corporate Plan Key Action Plan 2017/18.

The Corporate Plan was the Council's key strategic planning document, setting out its priorities over a five year period from 2015/16 to 2019/20. These 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 for previous years. The annual action plan contained a range of actions designed to achieve specific outcomes and was a working document and therefore subject to change and development to ensure the actions remain relevant and appropriate, and to identify opportunities to secure further progress or improvement.

The Corporate Plan Key Action Plan for 2017/18 was adopted by Council at its meeting on 27 September 2016.

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

It was noted that at the end of Quarter 1 there were 50 actions in total for which progress was as follows:

- 46 (92%) had been 'Achieved' or were 'On Target'
- 0 (0%) were 'Under Control'
- 3 (6%) were 'Behind Schedule'
- 1 (2%) were 'Pending'

RESOLVED:

That the progress achieved at the end of Quarter 1 against the Corporate Plan Key Action Plan for 2017/18 be noted.

38. FORWARD PLAN OF KEY DECISIONS - REVIEW

The Committee reviewed the Council's programme of key decisions for 2017/18.

Councillor J H Whitehouse asked why each household was given two big rolls of dry recycling sacks a year as this was far too many and wasteful. Mr Macnab advised that work was ongoing to review the waste recycling provision, with the possibility of there being a third wheelie bin for dry recycling. There was a wide range of misuse of the recycling sacks and the Council were looking to reduce the number of sacks distributed per household.

Councillor Murray expressed concerns at another wheelie bin being imposed on the residents of the district as most households struggled to store two wheelie bins. Mr

Macnab advised the Council were looking at ways of making the third wheelie bin optional thereby not forcing them onto residents.

Councillor Mohindra advised that he had spoken with Councillor Breare-Hall, the Environment Portfolio Holder and that he had stated he was not in favour of a third wheelie bin, but a review of the amount of recycling bags distributed across the district should be looked at.

The Chairman pointed out that there was an error on page 68 in the heading, this should read Safer, Greener and Transport Portfolio and not Leisure and Community Services Portfolio.

RESOLVED:

That the Council's corporate priorities and programme of key decisions for 2017/18 be considered and noted.

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

Overview and Scrutiny Committee

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

Item 4 – Directorate Business Plans (2017/2018) – it was noted that the Directorate Business Plans (2018/19) would now go to the last meeting of the municipal year to the relevant Select Committees.

Item 5 – Princess Alexandra Hospital NHS Trust – it was noted that this item would be rolled forward to the next municipal year to provide a further update on the improvements progress.

Reserve Programme

Item 1 – Epping Forest Sixth Form Consortium – this had not been timetabled into the programme as yet. Members thought that by next May they would have been going for long enough to identify any problems and so should be programmed in for early in the 2018/19 municipal year.

Item 2 – ECC Children's Services – a recommendation arising from the Children's Services Task and Finish Panel required this Committee to meet with Essex County Council in respect of Children's Services, on an annual basis. In April 2016 the Director of Children's Commissioning attended this meeting and it was agreed that this item be considered at a future date.

Item 3 – Essex Police and Essex Fire and Rescue Service – the Committee agreed at its meeting of the 18 July 2017 to review the local operation of joint governance arrangements for Essex Police and Essex Fire and Rescue Service. This would be programmed into the 2018/19 work programme.

Item 4 – East of England Ambulance Service – a recommendation arising from the joint meeting of the Overview and Scrutiny Chairman / Vice-Chairman to scrutinise activity to include call handling services. This would be programmed into the 2018/19 work programme.

Councillor A Patel requested that the relevant items from the Transformation Task and Finish Panel be carried forward into the work programme for the Overview and Scrutiny Committee.

Select Committees

Communities Select Committee

Councillor Shiell reported that the Housing Allocation Scheme report would be going to the Cabinet for consideration on 1 February 2018.

Councillor Shiell advised members that at the next meeting of the Communities Select Committee on the 7 November 2018, Chief Inspector L Basford would be attending to give a presentation on the current policing and crime issues in the District.

Governance Select Committee

Councillor Chambers advised that item (12) Review of the operation of the Council's Petitions Scheme was an important part of the Council's constitution and a report should therefore come to a meeting of the Committee in this municipal year.

Neighbourhoods

There were no comments made on the Neighbourhoods work programme.

Resources

There were no comments made on the Resources work programme.

Transformation Task and Finish Panel

There were no comments made on the Transformation Task and Finish Panel work programme.

40. SCRUTINY OF EXTERNAL ORGANISATIONS - REVIEW

The Committee noted details of those external organisations that had been subject to external scrutiny by the Council over the last three years.

CHAIRMAN

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Report to Overview & Scrutiny Committee

Date of meeting: 9 January 2018



Subject: Transport for London - Scrutiny of External Organisation

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

Democratic Services Officer: A. Hendry (01992) 564246

Recommendations/Decisions Required:

That the Committee undertake appropriate external scrutiny of Transport for London, in response to the concerns of members with regard to the operation of local bus services within the Epping Forest District by TfL.

1. (Director of Governance) Members will recall that representatives of Transport for London (TfL) attended the meeting of the Overview and Scrutiny Committee in December 2016, in response to the concerns of the Committee with regard to aspects of Central Line service provision and infrastructure within the Epping Forest District.
2. As included in the current work programme for the Committee, TfL have also been invited to attend the meeting to respond to the concerns of members with regard to local bus service provision by TfL within the District. Mark Hart, TfL's Stakeholder Engagement Manager for the Bakerloo, Central and Victoria Lines, will be attending the meeting in this regard. Members will recall that Mr. Hart also attended the meeting of the Committee in December 2016.
3. The following specific issues relating to the local bus services operated by TfL were identified by the Committee at its meeting on 31 October 2017, which have been notified to TfL as the emphasis for such external scrutiny, in order to ensure that maximum value can be derived from this scrutiny activity:
 - (a) future changes proposed by Transport for London with regard to local bus services that serve the Epping Forest District, including 'cross-border' routes;
 - (b) the future schedule (timetable) and integration of all local bus services operated by Transport for London that serve the Epping Forest District, including 'cross-border' routes;
 - (c) future funding arrangements for all local bus services operated by Transport for London that serve the Epping Forest District, including 'cross-border' routes;
 - (d) the plans of Transport for London with regard to the current and future operation of Service No. 20 (Walthamstow to Vere Road, Loughton) within the Epping Forest District;

- (e) the plans of Transport for London with regard to the current and future operation of Service No. 167 (Hainault to Loughton Station) within the Epping Forest District, including the current financial performance of Service No. 167;
 - (f) the plans of Transport for London with regard to the current and future operation of Service No. 549 (South Woodford to Loughton Station) within the Epping Forest District; and
 - (g) the plans of Transport for London with regard to the 'digitisation' of service information provision at bus stops within the Epping Forest District, that serve local and 'cross-border' routes.
4. The identification of additional lines of questioning to be raised with TfL has also been sought from members through the Council Bulletin.
5. As the Committee will be aware, TfL do not provide many of the bus services currently operating within the District. Essex County Council is the appropriate passenger transport authority for services not operated by TfL and it is understood that the Neighbourhoods Select Committee is hoping to undertake similar external scrutiny of services supported by the County Council, at a future meeting.

Resource Implications:

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

Legal and Governance Implications:

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

Safer, Cleaner, Greener Implications:

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

Consultation Undertaken:

The scrutiny of a number of specific issues relating to local bus service provision by TfL was identified by the Committee at its meeting on 31 October 2017.

Background Papers:

None

Impact Assessments:

Risk Management

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

Equality:

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

Report to Overview and Scrutiny Committee

Date of meeting: 9 January 2018



Portfolio: Leader (Councillor C. Whitbread)

Subject: Key Objectives Key Action Plan 2017/18 – Quarter 2 performance

Responsible Officer: Monika Chwiedz (01992 562076)

Democratic Services Officer: Adrian Hendry (01992 564246)

Recommendations/Decisions Required:

- (1) That the Committee review Q2 progress in relation to the Corporate Plan Key Action Plan for 2017/18; and**
- (2) That the Committee identify any actions arising from the Key Action Plan for 2017/18, that require in-depth scrutiny or further report on current progress.**

Executive Summary:

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

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

The Corporate Plan Key Action Plan for 2017/18 was adopted by Council at its meeting on 27 September 2016. Progress in relation to individual actions and deliverables is reviewed by the Cabinet and the Overview and Scrutiny Committee on a quarterly and outturn basis.

Reasons for Proposed Decision:

It is important that relevant performance management processes are in place to review progress against the key objectives, to ensure their continued achievability and relevance, and to identify proposals for appropriate corrective action in areas of slippage or under-performance. This report presents progress against the Key Action Plan for 2017/18 at the end of the second quarter (30 September 2017).

Other Options for Action:

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

Report:

1. The Corporate Plan 2015-2020 is the Council's highest level strategic document. It sets the strategic direction for the authority for the five year lifetime of the Plan. It focuses on a number of key areas that the Council needs to focus on during that time and helps to prioritize resources to provide quality services and value for money. These key areas are known as the Corporate Aims and are supported by a set of Key Objectives which represent the Council's high-level initiatives and over-arching goals to achieve the Corporate Aims. The Key Objectives are in turn, delivered via an annual Key Action Plan.
2. The Key Action Plan 2017/18 is populated with actions or deliverables designed to secure progress against each of the Key Objectives during 2017/18. During the subsequent years in the lifetime of the Key Objectives, annual action plans will be developed which build on progress achieved during preceding years.
3. The annual action plans are working documents and are therefore subject to change and development to ensure that the actions remain relevant and appropriate, and to identify opportunities to secure further progress or improvement.
4. Progress against the Key Action Plan is reviewed on a quarterly basis to ensure the timely identification and implementation of appropriate further initiatives or corrective action where necessary. A schedule detailing Quarter 2 progress against the 50 individual actions of the 2017/18 Key Action Plan, is attached as Appendix 1 to this report. In reporting progress, the following 'status' indicators have been applied to the to individual actions:

Achieved (Green) - specific deliverables or actions have been completed or achieved in accordance with in-year targets;

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

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

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

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

5. There are 50 actions **in total** for which progress updates for Q2 are as follows:
 - 42 (84%) of these actions have been 'Achieved' or are 'On Target'
 - 2 (4%) of these actions are 'Under Control'
 - 6 (12%) are 'Behind Schedule'
 - 0 (0%) are 'Pending'
6. The Overview and Scrutiny Committee is requested to review progress against the key objectives Key Action Plan for 2017/18 at Quarter 2. This report was also considered by the Cabinet at its meeting on 7 December 2017.

Resource Implications: None for this report.

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

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

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

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

Impact Assessments:

Risk Management: None for this report.

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Aim 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





Objective 1.a. To ensure that the Council's Medium Term Financial Strategy (MTFS) plans to meet the Council's financial and service requirements for any forward five year period, whilst minimising any reliance on Government funding






Action	Lead Directorate	Target Date	.	Status	Progress notes
1. Implement the Council's future options review for the HRA Financial Plan, in light of Government requirements to reduce Council house rents by 1% p/a for 4 years and to sell 'higher value' empty Council properties.	Communities	31-Mar-2018	●	Achieved	Q1 – Completed. The Council Housebuilding Programme has re-commenced; Cabinet has agreed the purchase of completed affordable homes from the purchaser of the Pyrles Lane Nursery development; and the Housing Maintenance Programme has been re-configured to reduce the amount of improvements to the Council's housing stock in accordance with the decision to revert to the Decent Homes Standard from the Modern Home Standard
2. Prepare for the implementation of the sale of 'higher value' empty Council properties, to pay the Government's annual levy and meet the requirements of the Housing and Planning Act 2016	Communities	31-Mar-2018	●	On Target	Q2 – Not yet required – Government decision on the proposal is likely to be made 'as soon as possible' but may be delayed but the publication of housing green paper. Q1 – Not yet required –Government decision on the future of this proposed policy is awaited
3. Deliver savings and generate income identified for 2017/18 as approved by the Cabinet	Management Board	31-Mar-2018	●	On Target	Q2 - savings still on track Q1 (2017/18) Langston Road will open this quarter. Savings initiative on track.
4. Prepare to deliver savings and generate income for 2018/19 within the Medium-Term Financial Strategy	Management Board	31-Mar-2018	●	On Target	Q2 – Not yet due, will be addressed in budget process for 2018/19 Q1 - Not yet due, will be addressed in budget process for 2018/19
5. Develop additional business cases, including the use of the 'Invest to Save' Fund, to address the need for net savings and income generation in subsequent years	Management Board	30-Sep-2017	●	On Target	Q2 – Not yet due Q1 - Not yet due.


Objective 1.b. To continue to review and develop the Council's own assets and landholdings for appropriate uses, in order to maximise revenue streams and capital receipts, and to deliver the following key projects:

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



Action	Lead Directorate	Target Date	.	Status	Progress notes
1. Deliver Phase 1 of the Council Housebuilding Programme, to provide 23 new affordable rented homes	Communities	06-Oct-2017	●	Achieved	<p>Q2 – Phase 1 of the Council Housebuilding Programme has been complete.</p> <p>Q2 – Following the CHBCC appointment of P A Finlay in September 2016, as the preferred developer to complete Phase 1 of the Council house-building programme, works have progressed well, with some of the homes now handed over and occupied, as follows:</p> <p>Site 4 - 2 x 3-bed houses handed over and occupied 04/04/17 Red Cross site - 4 x 3-bed houses handed over and occupied 06/06/17 Site 7 - 6 x 2-bed houses handed over and occupied 17/07/17 Harveyfields - 9 flats due to be handed over by early September 2017 Red Cross Duplex homes - 2 1-bed duplex homes due to be handed over by end of September 2017.</p> <p>Official opening ceremony being planned for 6th October 2017 by the Housing Portfolio Holder, Chairman of Council and John Scott, former Chief Officer.</p> <p>Q1 - Good progress being made. A number of homes have been handed over in phases. Completion due in September 2017. An Official Opening centred on John Scott Court is planned for October 2017</p>
2. Progress Phases 2 and 3 of the Council Housebuilding Programme, to provide 85 new affordable rented homes	Communities	31-Mar-2018	●	Behind Schedule	<p>Q2 - Good progress continues to be made across all Phase 2 and 3 sites with the exception of Queens Road, North Weald where delays have been experienced due to electrical mains and sub-station diversions. The Queens Road site has been delayed by around 9-months will start on site around December 2017 and completion 18-months later.</p> <p>Q1 – Good progress being made with Phase 2 (Burton Rd, Loughton). The sites under Phase 3 have commenced</p>
3. Procure Phases 4, 5 and 6 of	Communities	31-Mar-2018	●	Behind	Q2 - With East Thames serving notice to end their Development Agent role with






the Council Housebuilding Programme, to provide new affordable rented homes				Schedule	<p>the Council, alternative procurement and delivery approach needs to be considered. There is a 6-month exit management plan in place with a subsequent 6-month OJEU procurement exercise needed to put in place alternative arrangements. The risks to 1-4-1 receipts is being evaluated as part of the HRA financial review.</p> <p>Q1 – Discussions are being held with the Council's Development Agent, East Thames, on the options for procuring consultants and appointing their consultants.</p>
4. Purchase 8 affordable rented properties from the private developer of the development at Barnfield, Roydon, as part of the Council's Housebuilding Programme	Communities	31-Mar-2018		On Target	<p>Q2 - These homes are progressing well, with hand-over due by December 2018.</p> <p>Q1 – Good progress being made. The homes are due to be handed over by the private developer in Autumn 2017.</p>
5. Establish a pilot for modular accommodation to meet the housing needs of six single homeless residents	Communities	31-Mar-2018		On Target	<p>Q2 - ECD Architects have been appointed and are making good progress. Pre-app discussions have taken place and a planning application is pending.</p> <p>Q1 – A Brief has been formulated for the appointment of Employers Agent – and tenders have been received. Once appointed, the successful EA will specify and procure the works, and the Council's nominated supplier will provide the units.</p>
6. Relocate the Housing Repairs Service from the Epping Depot to the Oakwood Hill Depot, Loughton	Communities	31-Mar-2018		Behind Schedule	<p>Q2 - The Cabinet decision to relocate the Repairs Service was the subject of a call-in over the delivery of off-site staff parking. This has resulted in a detailed options appraisal of all potential alternative parking. Surveys have been commissioned to support any potential future planning application.</p> <p>Q1 – The Project Team has identified 5 options for co-locating the Housing Repairs Service with Grounds Maintenance and Fleet Operations. A solution for the problem of staff parking is being formulated. A Consultant QS is currently costing the options. A report on the proposed approach will be submitted to Cabinet shortly. PwC, the Council's Accommodation Consultants, are liaising with the Project Team Chair over linkages with the Council's Accommodation Strategy</p>
7. Sell the Council-owned nursery site at Pyrles Lane, Loughton, to deliver a capital receipt	Neighbourhoods	31-Dec-2017		On Target	<p>Q2 – Marketing Agents appointed for Nursery Site. Hope to complete sale early in 2018. Further feasibility work commenced at Townmead with respect to building condition, flood risk and contamination to support planning application for new accommodation for relocated Nursery Service.</p>

					Q1 - Report on the value and marketing strategy for Pyrles Lane Nursery now agreed by Cabinet, to include provision for affordable housing and a financial contribution to the redevelopment at Town Mead Depot to accommodate the Council's nursery service, which no longer can be accommodated at the new Oakwood Hill Depot.
8. Subject to the agreement of Cabinet, enter into a Development Agreement with the purchaser of the nursery site at Pyrles Lane, Loughton, for the Council to purchase the affordable rented homes provided on the site, as part of the Council's Housebuilding Programme	Communities	31-Dec-2017		On Target	Q2 - as per Q1. Q1 – In July, Cabinet has agreed the purchase of completed affordable homes from the purchaser of the Pyrles Lane Nursery development. The detailed arrangements will be set out in the Marketing Brief to consultants at the appropriate time.
9. Deliver an approach to North Weald Airfield with an agreed operating partner, to maximise the use of the facilities	Neighbourhoods	31-Mar-2018		On Target	Q2 – Employment Land allocation due to be considered as part of Regulation 19 Submission at Full Council in December 2017. Q1 - Awaiting results of the Local Plan Employment Land Review which will give direction to the scale and type of future uses that the Airfield could accommodate.
10. Open the Epping Forest Shopping Park, to deliver local jobs and economic development	Neighbourhoods	30-Sep-2017		On Target	Q2 – Practical Completion achieved by June 2017 and shop-fitting commenced. Four stores now trading as part of a soft-opening. Shopping Park now 85% let and final units in negotiation. S278 works now due to complete by end of October 2017. Official Park Opening planned mid-December Q1 - Council received the building after practical completion in mid-June 2017. Tenants now fitting out with opening scheduled for late September 2017. Highways Section 278 Works to be completed by end of August 2017.
11. Develop the St John's Road site, to deliver local jobs and economic development	Neighbourhoods	31-Mar-2018		Behind Schedule	Q2 – Completion still to be achieved on the signing of the Tripartite Agreement. Delay largely due to negotiation of the final terms sought by Epping Town Council. Q1 - Negotiations completed on Tri-Partite Agreement with Town Council and Frontier Estates. In hands of Legal Representatives for final sign off end July 2017.
12. Produce a plan to implement	Transformation	31-Mar-2018		On Target	Q2 - Work progressing well and on target to report to December Cabinet.

agreed recommendations from the Service Accommodation Review, to optimise the use of the Council premises	Programme Board				Q1 - On target. Following a competitive procurement exercise PricewaterhouseCoopers have been commissioned to provide support for Phase 2 of the Accommodation Review. The review is scheduled to report to Cabinet in time for consideration for the 2018/19 budget.
13. Deliver the 2017/18 works from the Facilities Management Programme	Resources	31-Mar-2018		Under Control	<p>Q2 - Report scheduled for October Cabinet to explain changes to the programme whilst the accommodation review completes.</p> <p>Q1 - Behind target. Several schemes have been put on hold pending the outcome of the Accommodation Review. A revised schedule of works will be presented to Cabinet in the autumn.</p>

Objective 1.c. To explore appropriate opportunities to make savings and increase income through the shared delivery of services with other organisations, where such arrangements would provide improved and/or more cost effective outcomes

Action	Lead Directorate	Target Date	.	Status	Progress notes
<p>Page 23</p> <p>Enter into a further long-term shared service agreement to manage Lowewood Museum on behalf of Broxbourne Borough Council, to generate income</p>	Communities	30-Jun-2017		On Target	Q2 – A revised, 5 year SLA for Lowewood Museum has been produced and has now been signed by both Councils
					Q1 – The revised SLA has been produced and approved by EFDC's Leisure and Community Services Portfolio Holder. However, delays are being experienced with Broxbourne BC signing the agreement, which is being pursued
					Q1. SLA with Broxbourne BC currently being scrutinized by BBC O&S committee, as part of financial efficiency plan. Cabinet decision to be made on 11th July.
2. Subject to the successful receipt of National Portfolio Organisation (NPO) status from Arts Council England, evaluate the potential for partnership working with Chelmsford Borough Council for museum and cultural services	Communities	31-Mar-2018		On Target	Q2 – Work continues to take place with Chelmsford City Council following actions contained within the NPO plan and smaller funding bids are being developed to deliver on the work, where necessary.
					Q1 - Unfortunately the No Borders partnership application to Arts Council England was not successful, due to the number of applications that were received and the 'balance process' applied to assessing bids. Our bid was recommended by ACE Eastern Region, for national evaluation, which assesses each application on geographical spread of investment; diversity in the organisation and specialisation. As our services are in an area of already high ACE investment and the organisation is not 'diversity-led we were unsuccessful

					this time. However, we have been advised that our bid was very strong and that we can access alternative 'project' funding to deliver some of the proposed business plan. We have a firm commitment with Chelmsford Council to work together on this, going forward
3. Evaluate the potential to expand the provision of legal services provided to other authorities, to generate income	Governance	31-Dec-2017		On Target	Q2 - meeting with senior managers of neighbouring councils to discuss the potential for a fully integrated partnership working or sharing of resources Q1 - Retained the Lexcel accreditation to assist the marketing of the legal service. Networked through attendance at various special interest groups within the public law partnership.
4. Complete a new off-street parking contract to manage the Council's car parks with an alternative provider to increase efficiency and reduce costs	Neighbourhoods	01-Apr-2017		Achieved	Q2 – NSL still successfully delivering new off-street parking arrangements. Q1 - New Off-Street Contract successfully let to NSL who started their management responsibilities from 1 April 2017. Increased level of enforcement activity, particularly at weekends has been achieved.
5. Provide payroll service jointly with Braintree and Colchester Councils and sign up at least one more partner authority or one other authority to buy in our service, to deliver savings	Resources	31-Mar-2018		On Target	Q2 - On target. Work continues on the implementation of other modules, such as car mileage. No success yet on gaining additional partner authority, although there has been some initial interest from more than one party. Q1 - The joint working on the payroll service and further development of additional modules continues to go well. Initial discussions have been held with one potential partner but this seems unlikely to proceed at the moment.
6. Implement the recommendations of the Reprographics Service Review, to make savings and improvements to print services	Resources	31-Mar-2018		On Target	Q2 - On target. Internal processes have been amended. Looking at joint procurement of paper and discussions continue on the possibility of a shared service. Q1 - The review continues to make good progress and shared service opportunities are being discussed with two other authorities.
7. Develop an approach to shared service review, to establish opportunities for sharing services with other public sector partners	Transformation Programme Board	31-Mar-2018		Achieved	Q2 – Findings noted and recommended approach agreed by Transformation Programme Board. Shared Services will be considered within the new Common Operating Model and the Shared Service Project [P108] will be closed and evaluated. Q1 - Discovery has been undertaken to map existing EFDC shared services, as well as research to compare the EFDC approach to other local authorities. Findings and a recommended approach will be presented to the Transformation Programme Board in Quarter 2.

Aim 2. To ensure that the Council has a sound and approved Local Plan and commences its subsequent delivery**Objective 2.a. To produce a sound Local Plan, following consultation with local residents and working with neighbouring councils, that meets the needs of our communities whilst minimising the impact on the District's Green Belt**

Action	Lead Directorate	Target Date	.	Status	Progress notes
1. Facilitate and ensure that accommodation provided to nursery workers is fit for purpose, through implementation of the Nursery Workers Accommodation Action Plan	Communities	31-Mar-2018	●	On Target	<p>Q2 – Follow up inspections commenced Q3, Lea Valley growers have decided to drop application for special consideration under Local Plan, Action plan being reviewed.</p> <p>Q1 – The Council's Nursery Worker Task Force continues to meet to progress the Action Plan. The Lea Valley growers have agreed, in principle, to work with the Council to implement their trade body's recently published accommodation standards for nursery workers – which is a positive (but early) step forward in improving the housing conditions for workers.</p>
2. Complete the new Local Plan in accordance with the National Planning Policy Framework and in the timescales outlined in the adopted Local Development Scheme (LDS)	Neighbourhoods	31-Mar-2018	●	On Target	<p>Q2 – Updated Local Development Scheme agreed October Cabinet. Regulation 19 Submission now scheduled for submission by the 31 March 2018, to take advantage of transitional arrangements arising from the DCLG consultation on standardised methodology for assessing housing need.</p> <p>Q1 - Results of the Regulation 18 Consultation reported to Cabinet. Key issues identified to include an analysis of Settlement Level. Local Development Scheme to be updated in October 2017.</p>
3. Update the Council's Housing Strategy, following production of the Draft Local Plan 'Preferred Options Approach'	Communities	31-Dec-2017	●	Achieved	<p>Q2 - The Housing Strategy has now been agreed by the Cabinet at its meeting in October 2017.</p> <p>Q1 - A Draft Housing Strategy has been produced, on which consultation with the Communities Select Committee has been undertaken. It was intended to submit the Housing Strategy to Cabinet in July 2017 for adoption. However, due to the good progress being made with the Local Plan, which is a dynamic process, the inter-relationship with the Local Plan process in the Housing Strategy is being reviewed. A revised Housing Strategy will be submitted to the Cabinet for consideration in Autumn 2017.</p>

Objective 2.b. To increase opportunities for sustainable economic development within the District, in order to increase local employment opportunities for residents

Action	Lead Directorate	Target Date	.	Status	Progress notes
1. Adoption and publication of the Local Plan Regulation 26, including site allocations for employment land and policies maps	Neighbourhoods	30-Oct-2018	●	On Target	<p>Q2 – Work ongoing on evidence base to include the site assessment. Open Space Playing pitches and Indoor Sports Facilities completed. Transport modelling ongoing. Work commissioned on visitor study to Epping Forest by the Corporation to inform the Air Quality Action Plan.</p> <p>Q1 - Work to prepare evidence base ongoing. Workshops held with Members on Infrastructure Delivery Plan. Open Space, Playing Pitches and Indoor Sports Study commenced. Site Assessment work has started on the 160 new/amended sites arising as a result of the Regulation 18 Consultations.</p>
2. Provide sustainable employment opportunities for the District's young people through development of the Council's apprenticeship scheme	Resources	31-Mar-2018	●	On Target	<p>Q2 - On target. A full cohort of apprentices have been recruited and their training has commenced.</p> <p>Q1 - Recruitment processes are underway for the new cohort of apprentices.</p>
3. Lead the development of Harlow and Gilston Garden Town in partnership with East Herts and Harlow Councils, to delivery housing and economic development across west Essex	Neighbourhoods	31-Mar-2018	●	On Target	<p>Q2 – Further tranche of funding from DCLG of £175k successfully bid for and awarded. External Consultants appointed for feasibility work in relation to the North/South and East/West Sustainable Transport corridors through Harlow. Advert placed for the appointment of Project Director for the Garden Town. Joint Member Board meeting regularly.</p> <p>Q1 - Duty to Co-operate activities ongoing. Garden City Project proceeding with the commissioning of two pieces of external consultancy in relation to "Visionary" and "Governance". Work commenced on mitigation plan for the Air Quality MOU to reduce potential impacts on Epping Forest.</p>

Objective 2.c. To deliver the Council's new Leisure and Cultural Strategy, in order to maximise participation and value for money in the provision of leisure and cultural services to local residents and visitors

Action	Lead Directorate	Target Date	.	Status	Progress notes
1. Subject to the receipt of funding from Arts Council England, establish a Museum Development Trust to increase income for museum services	Communities	31-Mar-2018	●	On Target	<p>Q2 - Seven trustees have now been appointed to the Culture without Borders Development trust, including a Chair. Further promotion and recruitment for up to 4 more (max) trustees is planned for November '17.</p> <p>Q1 – Very good progress is being made with this exciting initiative. The Memorandum and Articles of Association for the new limited company and charity have been approved by the Leisure and Community Services Portfolio Holder, following a briefing held for senior EFDC and BBC officers and members. The first round of interviews was held for trustees in June and five have been appointed, in addition to the respective Portfolio Holders from each Council.</p>
2. Deliver the transition of the Council's leisure facilities to a new partner through contract management	Neighbourhoods	01-Apr-2017	●	On Target	<p>Q2 – Places for People have completed their investment of £270K in the refurbishment of the Health and Fitness Facilities at Ongar Leisure Centre. Work due to commence in October at both Epping Sports and Loughton Leisure Centres on the planned improvements to the facilities.</p> <p>Q1 - Contract with PnP successfully mobilised and management transferred to new contractor from the 1 April 2017. All staff successfully transferred under TUPE and service improvements have commenced to include major extension to Loughton Leisure Centre and reconfiguration of Health and Fitness facilities at Epping Sports Centre.</p>
3. Develop a new leisure centre in Waltham Abbey, to deliver savings and improved facilities	Neighbourhoods	30-Nov-2018	●	On Target	<p>Q2 – Work commenced in September 2017 with site fully mobilised. Ground breaking Ceremony held in mid-October. Main pool and learner pool tanks formed. Construction on programme.</p> <p>Q1 - Detailed planning provision granted by District Development Management Committee and contractor mobilised on site to demolish existing community building. Main construction works for new Leisure Centre due to commence in September 2017 with practical completion targeted at November 2018.</p>
4. Establish 3 multi-agency groups to contribute to the health, well-being and safety priorities of our residents, to improve quality of life	Communities	31-Mar-2018	●	Achieved	<p>Q2 - The three thematic groups established to lead on improvement of Health & Wellbeing in the District are now meeting regularly. In addition, an Epping Forest District Health and Wellbeing Strategy has been drafted, to direct the implementation of initiatives to improve health through these groups.</p> <p>Q1 - All three Health and wellbeing focus groups have been established and</p>

					initial meetings have been held. This includes Start Well (0-19's), Age Well (20's – 60's) and Stay Well (60+).
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Aim 3. To ensure that the Council adopts a modern approach to the delivery of its services and that they are efficient, effective and fit for purpose


Objective 3.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

Action	Lead Directorate	Target Date	.	Status	Progress notes
1. Deliver the 2017/18 works from the Council's Transformation Programme, achieving key benefits for our customers	Transformation Programme Board	31-Mar-2018	●	On Target	Q2 – Work has continued to progress projects within the Transformation Programme. Progress Highlight reports for Q2 indicate that the programme remains 'on target'. Q1 - Work is proceeding well on the Council's Transformation Programme, with programmes and projects on course to deliver outputs to time and budget.
2. Produce a plan to implement the Workforce Development Strategy, to establish a new common operating model	Resources	31-Mar-2018	●	On Target	Q2 - On target. Cabinet have approved the Programme Definition Document and work has commenced with the LGA. Q1 - A Programme Definition Document has been written and meetings are scheduled in July to share this with Portfolio Holders and the Leadership Team.
3. Advance proposals to amalgamate the contact centre and reception points to improve reception services for customers	Office of the Chief Executive	31-Mar-2018	●	On Target	Q2 - Stage 1 of the Corporate customer team restructure underway and expected to complete by the end of October 2017. Accommodation review progressing and staff briefed on the process on 18th September 2017. Q1 - Plans to bring together the corporate customer team are progressing with the first two teams affected now in consultation to move onto new job descriptions. Plans for the refurbishment of Reception are continuing to develop as part of the Accommodation Review (P002), however the timescales for Reception are dependent on the wider programme and will need to be kept in review.
4. Deliver customer self-service account facilities for residents and businesses so they can receive their bills electronically	Resources	30-Sep-2017	●	On Target	Q2 - System in place and functioning. Q1 - The system has been set up and tested and will now be publicised to encourage take up.
5. Deliver projects of legislative	Management	31-Mar-2018	●	On Target	Q2 - as per Q1




importance, to ensure our services for customers are fit-for-purpose.:	Board				Q1 - Election and Accounts Closure ran smoothly. internal Audit Programme approved and progressing in line with plan.
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Objective 3.b. To utilize modern technology to enable Council officers and members to work more effectively, in order to provide enhanced services to customers and make Council services and information easier to access

Action	Lead Directorate	Target Date	.	Status	Progress notes
1. Trial flexible working for Building Control and Development Control officers through the use of new technologies	Governance	31-Mar-2018		On Target	Q2 - development management and building control senior officers have met with ICT colleagues i order to agree implementation plans and dates and raise any other issues arising. Q1 - Await initial feedback from 2 authorities who have gone live with the system we wish to trail and then ICT indicate that the commencement of the the in-building control is imminent.
2. Implement the ICT Strategy to support the Transformation Programme, including mobile and flexible working	Resources	31-Mar-2018		On Target	Q2 - On target. Good progress continues on the existing strategy and the new strategy will be presented to Members during Q3. Q1 - Good progress has been made on both the implementation of the current strategy and the development of the new strategy.
3. Implement use of mobile phone text messages to remind customers when their payment is due	Resources	30-Sep-2017		Under Control	Q2 - Go-live date changed to 30/10. Other Capita work impacted on testing. Tech services creating area for GIM documents for on-line requests for service. Q1 - Testing is progressing well and the target date should be achieved.
4. Produce a plan to improve the management of information, to protect public data and comply with legislation	Governance	31-Mar-2018		On Target	Q2 - the working group has met on three occasions, developed an action plan and continues to report to CGG on progress towards implementation on 25 May 2018. Appropriate officers are being trained and cascading that training through leadership team and to individual management teams. Q1 - The Chief Internal Auditor chairing a group looking at our information asset register which will feed into the new working group on general data protection regulations, chaired by a director of governance on 24th July.
5. Deliver initiatives from the Environmental Charter, using modern technology to provide enhanced services to customers	Communities	31-Mar-2018		On Target	Q2 Progress report from Corporate Green Working Party delivered on 19th September to Neighbourhoods Select Committee, a number of on-line forms for residents are in test mode, with the intention to use them as soon as the test phase is completed. This will not only reduce paper usage but also provide a better service to residents.

					Q1 – No progress has been able to be made on this initiative, pending the arrival of the new Assistant Director (Private Housing and Communities Support) in August 2017.
6. Deliver the Corporate Communications project, to increase customer recognition of our services and improve communications with our customers	Governance	31-Mar-2018		On Target	<p>Q2 - PR has attended Management Board to agree a new format for reporting its work and for identifying communications needs throughout the years for significant projects.</p> <p>Q1 - The communications PR team has recently concentrated on both the election and the Local Plan and the future focus will be to produce audit and analysis of our communications.</p>

Objective 3.c. To ensure that the Council understands the effects of an ageing population within the District and works with other agencies to make appropriate plans and arrangements to respond to these effects

Action	Lead Directorate	Target Date	.	Status	Progress notes
1. Implement the Action Plan for the future delivery of services to older people, following the Ageing Population Needs Assessment	Communities	31-Mar-2018		On Target	<p>Q2 - Work to deliver the recommendations identified in the Impact of An Ageing Population Action Plan are ongoing and many of these are being delivered through the Health and Wellbeing 'Stay Well' thematic Group (see 2c. 4)</p> <p>Q1 – Good progress continues to be made with implementing the Action Plan, in partnership with other agencies And monthly meetings are being held with colleagues from ECC and West Essex CCG.</p>
2. Review the approach to the delivery of housing support for residents at the Council's sheltered housing schemes	Communities	31-Mar-2018		Behind Schedule	<p>Q2 – As Q1 Careline due for handover 20 November 2017</p> <p>Q1 – As the outsourcing of the Council's Careline is close to reaching its conclusion, there is a need to bed down the new call monitoring arrangements and also to consider the longer term staffing arrangements for the Older People's Housing Services – both of which are linked to the proposed wider review of the future sheltered housing service. This is a major project that will therefore not be completed by March 2018. The revised completion date is Sept 2018</p>
3. Review, modernise and rationalise the sheltered housing to better meet the needs of residents	Communities	31-Dec-2017		Behind Schedule	<p>Q2 – In absence of Director of Communities no further progress has been possible on this action.</p> <p>Q1 - The officer project team has formulated some initial thoughts, which will be discussed with the Communities Select Committee in the first instance in Autumn 2017</p>

4. Deliver the Council's Careline Monitoring Service through an outsourced arrangement with a third party provider, following a competitive procurement exercise	Communities	28-Feb-2018		On Target	Q2 - The Housing Portfolio Holder agreed the appointment of Tunstall Health (UK) limited as the provider of the alarm monitoring service. Contracts have been signed and the service will be transferred on 20 November 2017.
					Q1 – Following a competitive procurement process, based on price and quality, using an existing Framework Agreement, a recommendation on a preferred contractor has been made to the Housing Portfolio Holder. The programmed transfer of service date of November 2017 continues to be on target.

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Report to Overview & Scrutiny Committee

Date of meeting: 9 January 2018



Subject: Epping Forest College - Scrutiny of External Organisation

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

Democratic Services Officer: A. Hendry (01992) 564246

Recommendations/Decisions Required:

That the Committee consider and agree the scope of further external scrutiny of Epping Forest College, in respect of local further education facilities and services.

1. (Director of Governance) As the Committee will recall, the Principal of Epping Forest College attended its meeting on 28 February 2017 to respond to the concerns of members in connection with the plans of the College to address a report of Ofsted (January 2017) on its 'inadequate' judgement of the quality of its local further education facilities and services. The minutes of that meeting of the Committee are available at:

<https://goo.gl/SLW5PX>

2. Members have expressed a desire to undertake further external scrutiny of the progress of the College with regard to the achievement and delivery of its improvement plans and this is included in the current work programme for the Committee.
3. The Principal of Epping Forest College, Sabhooi Famili, will therefore be attending the meeting of the Committee to be held on 27 February 2018. In accordance with the procedure previously agreed, the Committee is accordingly asked to consider and agree the scope of such further external scrutiny of Epping Forest College. Any matters identified by the Committee will be notified to Ms. Famili as the emphasis for such external scrutiny, in order to ensure that maximum value can be derived from this scrutiny activity.
4. A report (December 2017) of Ofsted setting out the results of its recent re-inspection of the College, is attached as Appendix 1 to this report.
5. The identification of additional lines of questioning to be raised with Epping Forest College will also be sought from members through the Council Bulletin.

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

responsibility. 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 Principal of Epping Forest College attended the meeting of the Committee on 28 February 2017. The scrutiny of a number of overarching themes and specific issues of local further education facilities and services at the College, were identified at that time.

Background Papers:

None

Impact Assessments:

Risk Management

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

Equality:

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

Epping Forest College

Re-inspection monitoring visit report

Unique reference number: 130677

Name of lead inspector: Matt Vaughan, SHMI

Inspection date(s): 14 November 2017

Type of provider: General further education college

Address: Borders Lane
Loughton
Essex
IG10 3SA

Monitoring visit: main findings

Context and focus of visit

This is the third re-inspection monitoring visit to Epping Forest following publication of the inspection report on 6 January 2017, when inspectors judged the provider to be inadequate for overall effectiveness, all key judgements and all provision types. The focus of this third visit, around six months after the second, was to judge, against the themes previously agreed, the progress that leaders, governors and managers have made to improve the provision.

Themes

What actions have been taken to ensure that all safeguarding arrangements for all groups of learners are effective?

Significant progress

Since the previous re-inspection monitoring visit, leaders have maintained effective safeguarding arrangements. They have implemented all of their planned actions to ensure that all safeguarding arrangements for all groups of learners are effective. An appointment was made to the full-time post of 'head of learner support services and designated safeguarding officer' in May 2017. A director of learning acts as deputy designated safeguarding officer. These postholders and a team of staff who serve as safeguarding coordinators completed appropriate safeguarding training at level 3 in the summer of 2017.

Leaders continue to work productively with the Essex and Metropolitan police forces, Essex County Council and London Borough of Redbridge local authority social care departments. The designated safeguarding officer is now a member of the Essex schools safeguarding forum. Further work has been undertaken to ensure that safeguarding policies, procedures and training are robust. Risk assessments are in place for vulnerable groups of learners, including the 22 learners who attend the college and who are aged 14 to 16. A specific risk assessment on hazardous substance attacks has been refreshed following police advice.

Further training for governors and staff, including assessors and support staff, on the 'Prevent' duty and the importance of British values took place in the autumn term and more is planned. The learner induction and tutorial plans include a revised focus on safeguarding and feature new activities to promote learners' understanding of the dangers of extremism further.

What actions have been taken to improve swiftly the quality of teaching, learning and assessment?

Insufficient progress

Leaders have continued to prioritise actions to strengthen teaching, learning and assessment. Since the last monitoring visit, a broad range of short and substantial training courses and events for teachers, assessors and support staff have taken place that promote methods to improve teaching, learning and assessment. Leaders

have established initiatives such as the 'bring and brag' and 'teach meet' sessions that are designed to inspire teachers to improve their practice. Leaders and managers have also implemented a series of informal learning opportunities to entice and motivate teachers to discuss and share good practice. This includes the launch of the new 'learning, teaching and assessment café', which offers informal drop-in, one-to-one and group support provided by learning and teaching coaches. The peer excellence forum continues to facilitate the sharing of good practice. This includes the promotion of supported experiments to improve teaching in the classroom and regular podcasts uploaded on the college's intranet. Leaders have recently recruited an additional part-time post for a teaching and learning coach. Leaders have relaunched the 'minimum expectations' for all teachers in order to raise standards of practice.

A greater proportion of teaching, learning and assessment is effective than in previous years. Leaders' value added data on the progress that learners studying at level 3 made in 2016/17 indicates a marked improvement from a very low base on both A-level and vocational courses. However, too much teaching, learning and assessment is weak, with the result that too many learners do not make the progress of which they are capable. Many of the weaknesses identified at the previous re-inspection monitoring visit remain. These include the concern that not enough teachers provide learning that meets the needs and abilities of their learners. Too often, teachers do not take into account the starting points of their learners to ensure that they set them demanding tasks and activities that challenge them to excel. In lessons, too many learners are left to become bored when they have completed tasks that they have found too easy. Not enough teachers use questioning techniques to probe and extend learners' thinking, understanding and application. Too many teachers do not check that all learners have understood fully all the aspects of a topic before moving on to another.

Some teachers' presentations, resources and materials contain spelling, punctuation and grammar errors. Across the subjects, too many teachers do not provide sufficient opportunity for learners to improve their writing skills. Much teaching of mathematics does not motivate learners or challenge them to grasp key concepts and problem-solve effectively. Too many teachers of English do not provide learning that promotes relevance to learners' vocational subjects and their industry-specific career aspirations. As a consequence, some learners lose interest and fail to make good progress. In lessons, too many teachers do not utilise their learning support assistants to make sure that targeted learners make good progress. On too many occasions, support staff provide answers to learners or disrupt their concentration when working on tasks.

An increasing proportion of teachers, but still not enough, provide learning that is tailored specifically to meet the needs of their learners and enables them to accelerate their progress. They set tasks, activities and homework that interest and challenge learners to excel. These teachers deploy a broad range of methods to assess learners' understanding and application of both practical skills and relevant theory. They dedicate time to ensure that learners who are struggling are able to catch up and make good progress while others work on demanding extension tasks. These teachers make effective use of peer assessment techniques to help advance

learners' knowledge and skills. They make sure that learners' work outside of lessons is assessed thoroughly and used to augment learning. For example, a teacher successfully advanced sports learners' understanding of physiology by enabling them to demonstrate pictorially the work of myosin filaments in muscle cells. They then critiqued effectively each other's homework on the inter-relation between the body's respiratory and circulatory systems.

What actions have been taken to ensure that the observation of teachers' practice is strengthened to drive improvements in teaching, learning and assessment?

Reasonable progress

Since the previous re-inspection monitoring visit, leaders have strengthened the formal process for the observation of teaching and learning. Observations of teachers' practice continue to be conducted very frequently and the majority place emphasis on the impact of teaching and learning on learners' progress. However, too few focus sufficiently on the standards of learners' work and not enough take into consideration the trends of low attendance. Most teachers whose practice is judged at graded observations to be less than good receive appropriate support from their managers and learning and teaching coaches. The concerns raised at the previous re-inspection monitoring visit surrounding the post-observation action planning process have mostly been rectified. The majority of actions are now monitored and evaluated effectively within agreed timescales for completion. However, a minority of plans feature ambiguous actions that lack the specificity required to help teachers improve their practice swiftly.

Leaders and managers now risk assess and monitor the findings of frequent general and themed 'learning walks' of lessons in order to ensure that identified weaknesses have improvement actions to be completed within agreed timescales. Leaders and managers continue to make sure that judgements secured through learning walks and formal observations inform staff training opportunities. These include informal drop-in and one-to-one support sessions provided by learning and teaching coaches. Managers have plans in place to ensure that all assessors' practice is observed. On joint observation activity during the re-inspection, the college's observers' findings mirrored closely those of inspectors. However, at times, they paid insufficient attention to learners' progress and seldom assessed the effectiveness of learning support assistants.

What actions have been taken to ensure that learners' attendance, punctuality and behaviour are good?

Insufficient progress

Leaders and managers continue to monitor routinely learners' and apprentices' attendance, punctuality and behaviour. Leaders and managers have implemented a monthly incentive scheme to promote the value of good attendance to learners. Learners with 100% attendance are rewarded with a voucher for a free drink and their names placed in a draw each month for a prize of an e-tablet or paid public transport travel. In response to the fiscal pressures facing the college, leaders have

ended the posts of the five attendance monitors and placed accountability for attendance and punctuality with the managers and staff of each curriculum area. Learners who attend do so punctually. However, attendance was low in too many lessons during the re-inspection. Learners' attendance at English and mathematics lessons was particularly low. Leaders' data indicates that the overall attendance for the 2016/17 year was not good enough, with nearly a fifth of all learners regularly not attending. At the time of the re-inspection monitoring visit, overall cumulative attendance is already at a low level. Fewer than three-quarters of learners regularly attend their English and mathematics lessons. The levels of attendance are poor.

In all shared spaces and in most lessons, learners' behaviour during the re-inspection was impeccable. However, a few teachers do not deal effectively with learners in a few lessons who present low-level disruptive behaviour such as answering their mobile phones or distracting their peers. Leaders have ensured that staff working with learners on foundation courses have conducted behaviour management training. The induction process for learners now includes a greater emphasis on rights, responsibilities and the importance of good behaviour. Leaders and managers continue to promote assiduously the requirement that all learners wear standard identity lanyards. Learners must also adhere to a dress code that prohibits the wearing of inappropriate hoods and hats. Security staff challenge learners on these issues sensitively and appropriately.

What actions have been taken to ensure that the progress of learners and apprentices is monitored rigorously and governors, leaders and managers understand accurately the strengths and weaknesses of the provision? **Reasonable progress**

Leaders continue to make sure that all teachers record and monitor their learners' and apprentices' progress on the college's electronic monitoring system. Information on the progress, achievement, retention and attendance of learners and apprentices is shared regularly through 'dashboard' formats at meetings at all levels involving governors and all staff across the college. Most teachers' monitoring of learners' and apprentices' progress against initial and subsequent aspirational targets is appropriate. However, a minority of records of learners' targets are inaccurate and/or incoherent. Leaders are further improving the electronic monitoring system in order to enable teachers to record effectively their feedback on assignments and course work. Teachers' updates on some learners' development lack the required specificity to enable managers to understand their progress. Consequently, this impedes governors', leaders' and managers' ability to understand the impact of provision and the overall progress that learners are making. Since the previous re-inspection monitoring visit, the quality of information provided by leaders to governors has continued to improve. Governors are fully cognisant of some of the key strengths and weaknesses of the provision. However, governors do not establish a permanent record of accountable actions to ensure that they provide robust challenge to leaders to improve teaching, learning and assessment.

Too many teachers continue to fail to set demanding targets that challenge their learners to make good progress. Too many learners are not aware sufficiently of

their targets or what progress they have made and what they must improve to excel in their studies.

What actions have been taken to ensure that leaders and managers work effectively with the local enterprise partnership, employers and community organisations to ensure that the range and content of all provision is aligned to local and regional priorities?

Reasonable progress

Since the previous re-inspection monitoring visit, leaders have appointed to the permanent full-time post of 'Head of Enterprise and Innovation'. The postholder, in post since July 2017, is now leading on engagement with employers, local community organisations and the local enterprise partnership. The principal is now chairing the 'One Epping Forest' employment and skills board. Leaders have now branded the business development unit 'Forest Biz' in order to raise the profile of the college's work and improve partnership working with employers, the local chamber of commerce, Epping Forest District Council and Essex County Council. A series of presentations at employer forums and 'taster' sessions for employers held at the college have taken place. A series of bids and tenders for full-cost work with national and local employers is in progress.

In order to develop the college's curriculum offer to meet construction employers' needs, leaders and governors have increased the range and availability of construction courses. This includes more provision for adult learners to study on a part-time basis. Leaders and governors have terminated the college's motor vehicle provision and reduced the breadth of information and communication technology courses available to local people.

Leaders are yet to work productively in partnership with Jobcentre Plus and provide opportunities for local unemployed people to train and secure employment.

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OVERVIEW AND SCRUTINY COMMITTEE
SCRUTINY OF EXTERNAL ORGANISATIONS

Organisation	Overview & Scrutiny Committee	Aspects of scrutiny undertaken
Epping Forest College	27 February 2018	Progress of improvement initiatives following report of Ofsted.
Transport for London	9 January 2018	Local bus services.
Barts Health NHS Trust	31 October 2017	Progress of improvement initiatives following report of Care Quality Commission in 2015.
Essex Highways	18 July 2017	Local highway services and infrastructure (all-member briefing).
Princess Alexandra Hospital NHS Trust	6 June 2017	General inpatient, outpatient and emergency services provision at Princess Alexandra Hospital, following report of Care Quality Commission.
Epping Forest College	28 February 2017	Local further education facilities and services, following report of Ofsted.
Transport for London	19 December 2016	Local Central Line services and infrastructure.
Essex County Council (Children's Services)	19 April 2016	Consultation on local Children's Centre provision.
Corporation of London (Epping Forest)	7 June 2016	Public consultation on new management plan for Epping Forest.
Epping Forest Youth Council	19 April 2016	Annual presentation on work of the Youth Council (now made to Communities Select Committee).
Barts Health NHS Trust	23 February 2016	General inpatient, outpatient and emergency services provision at Whipps Cross University Hospital, following report of Care Quality Commission.

Barts Health NHS Trust	9 June 2015	General inpatient, outpatient and emergency services provision at Whipps Cross University Hospital, following report of Care Quality Commission.
North Essex Parking Partnership	27 April 2015	Strategic priorities of the North Essex Parking Partnership.
Essex County Council (Child & Adolescent Mental Health Services)	23 March 2015	Re-commissioning of emotional wellbeing and mental health services for children and young people.
Essex County Council (Children's Services)	10 November 2014	Commissioning for young children, based on an early years review.
Epping Forest College	1 July 2014	Strategic direction of Epping Forest College, its vision for the future and its relationship with the Community.
Barts Health NHS Trust	1 April 2014	General inpatient, outpatient and emergency services provision at Whipps Cross University Hospital, following report of Care Quality Commission.
West Essex Clinical Commissioning Group	25 February 2014	Local mental health services.
Essex Probation Service	28 January 2014	Local probation services through the eyes of an offender.

Overview and Scrutiny Committee Work Programme 2017/18

Chairman – Councillor M. Sartin

ITEM	REPORT DEADLINE/PRIORITY	PROGRESS / COMMENTS	FUTURE MEETINGS
(1) Essex County Council – Local Highways Services and infrastructure (Scrutiny of External Organisations)	All-member briefing made by Essex Highways on 18 July 2017.	External scrutiny of local highway services and infrastructure. Appropriate lines of questioning and scope/focus of scrutiny activity agreed at meeting held on 19 July 2016. All-member briefing made by Essex Highways on 18 July 2017.	6 June 2017; 18 July; 31 October; 9 January 2018; 27 February; and 17 April.
(2) 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.	
(3) 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.	
(4) 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. This action was met through the consideration of business plans by the select committees rather than the Overview and Scrutiny Committee and will be moved to the select committee work programmes for 2018/19.	

Updated: 1 November 2017 (ST)

(5) Princess Alexandra Hospital NHS Trust (Scrutiny of External Organisations)	To be determined	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, undertaken at meeting on 6 June 2017. Trust to be invited to attend the Committee towards the end of the municipal year to provide a further update on its improvement progress.	
(6) Barts Health NHS Trust (Whipps Cross Hospital) (Scrutiny of External Organisations)	31 October 2017	Scrutiny of service improvements at Whipps Cross Hospital following report of Care Quality Commission in 2015. Representatives of Barts Health NHS Trust attended the Committee in February 2016, when it was agreed that the Trust would update the Committee on progress during 2016/17. The Trust has confirmed that it will attend a meeting of the Committee in the current municipal year.	
(7) Transport for London (Scrutiny of External Organisations)	9 January 2018 (Confirmed)	The Committee has considered the scope and focus of further external scrutiny of Transport for London and agreed that activity be focussed on local TfL bus services. TfL has confirmed that appropriate officers will attend a meeting of the Committee in 2018.	
(8) Epping Forest College (Scrutiny of External Organisations)	27 February 2018 (Confirmed)	To arrange a return visit from Epping Forest College for an update on the progress of improvement plans following report of Ofsted in 2015. The Committee to consider the scope and focus of proposed further external scrutiny of the College.	
(9) Transformation Programme;	Ongoing	<p>(a) Updated Transformation Programme Project Dossier to be reviewed at each meeting of the Committee; and</p> <p>(b) Outturn report to be made to the Committee at last meeting in each year, summarising the project work undertaken during the year and setting out any potential areas for future scrutiny.</p>	

RESERVE PROGRAMME ITEMS			
(1) Epping Forest Sixth-Form Consortium (Scrutiny of External Organisations)	To be determined. Carried forward from work programme for 2016/17.	(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.	
(2) Essex County Council (Children's Services) (Scrutiny of External Organisations)	To be determined. Carried forward from work programme for 2016/17.	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.	
(3) Essex Police/Essex Fire & Rescue Service - Joint Governance (Scrutiny of External Organisations)	To be determined. Possible inclusion in work programme for 2018/19.	To review local operation of joint governance arrangements for Essex Police and Essex Fire & Rescue Service. External scrutiny proposal agreed by Committee on 18 July 2017.	
(4) East of England Ambulance Service (Scrutiny of External Organisations)	To be determined. Possible inclusion in work programme for 2018/19.	External scrutiny proposal arising from joint meeting of Overview and Scrutiny Chairmen/Vice-Chairmen (12.9.17). Possible focus of scrutiny activity to include call handling services.	

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Communities Select Committee (Chairman – Cllr Y. Knight)

Work Programme 2017/18

Item	Report Deadline/Priority	Progress/Comments	Programme of Meetings
Standard (Periodic) Items			20th June 2017 5th September 2017 9th October 2017 7th November 2017 11th December 2017 (cancelled) 16 th January 2018 22 nd March 2018
(1) Performance against Housing Service Standards and Review <i>(Recommendations to Housing Portfolio Holder)</i>	June 2017 (Medium)	<i>(Housing Portfolio)</i> Completed – June 2017 meeting	
(2) Communities Key Performance Indicators (KPIs) – 2016/17 Out-Turn	June 2017 (Low)	<i>(Housing Portfolio)</i> Completed – June 2017 meeting	
(3) Progress with Key Actions for the Corporate Plan led by the Communities Directorate – 2016/17 Out-Turn	June 2017 (Low)	<i>(All Portfolios)</i> Completed – June 2017 meeting	
(4) Presentation of Communities Business Plan – 2017/18	June 2017 (Low)	<i>(All Portfolios)</i> Completed – June 2017 meeting	
(5) Communities Key Performance Indicators (KPIs) – Quarter 1	September 2017 (Low)	<i>(Housing Portfolio)</i> Completed - September 2017 meeting	
(6) Progress with Key Actions for the Corporate Plan led by the Communities Directorate – Quarter 1	September 2017 (Low)	<i>(All Portfolios)</i> Completed - September 2017 meeting	

(7) Attendance by Essex Police District Commander at next meeting - Discussion on issues to raise	September 2017 (Medium)	(Safer Greener Transport Portfolio) Completed – September 2017 meeting	
(8) 6-month Progress Report on implementation of the Ageing Population Study Action Plan	November 2017 (Low)	(Leisure and Community Services, Safer Greener Transport and Housing Portfolios) Completed - November 2017 meeting	
(9) Presentation from Essex Police's District Commander on current policing and crime issues in the District	November 2017 (Medium)	(Safer Greener Transport Portfolio) Completed - November 2017 meeting	
(10) Annual Report of the Community Safety Partnership	November 2017 (Medium)	(Safer Greener Transport Portfolio) Completed - November 2017 meeting	
(11) Annual Report on the HomeOptions Choice Based Lettings Scheme	November 2017 December 2017 January 2018 (Low)	(Housing Portfolio) Scheduled - for this December 2017 meeting	
(12) Annual Diversity Report of Housing Applicants and Lettings	November 2017 December 2017 January 2018 (Low)	(Housing Portfolio) Scheduled - for this December 2017 meeting	
(13) Six-Month Review of the HRA Financial Plan 2017/18	November 2017 December 2017 January 2018 (High)	(Housing Portfolio) Scheduled - for this December 2017 meeting	
(14) Communities Key Performance Indicators (KPIs) – Quarter 2	November 2017 December 2017 January 2018 (Low)	(Housing Portfolio) Scheduled - for this December 2017 meeting	

(15) Progress with Key Actions for the Corporate Plan led by the Communities Directorate – Quarter 2	November 2017 December 2017 January 2018 (Low)	<i>(All Portfolios)</i> Scheduled - for this December 2017 meeting
(16) Briefing on the proposed Council rent increase for 2018/19	January 2018 (Low)	<i>(Housing Portfolio)</i>
(17) 6-Month Progress Report on Annual Housing Strategy Action Plan	January 2018 (Medium)	<i>(Housing Portfolio)</i>
(18) HRA Financial Plan 2018/19	March 2018 (High)	<i>(Housing Portfolio)</i>
(19) Communities Key Performance Indicators (KPIs) – Quarter 3	March 2018 (Low)	<i>(Housing Portfolio)</i>
(20) Communities Key Performance Indicators (KPIs) – Targets for 2018/19	March 2018 (High)	<i>(Housing Portfolio)</i>
(21) Progress with Key Actions for the Corporate Plan led by the Communities Directorate – Quarter 3	March 2018 (Low)	<i>(All Portfolios)</i>
(22) 6-month Progress Report on implementation of the Ageing Population Study Action Plan	March 2018 (Low)	<i>(Leisure and Community Services, Safer Greener Transport and Housing Portfolios)</i>
(23) Annual Report from representatives of the Youth Council on completed and proposed activities	March 2018 (High)	<i>(Leisure and Community Service Portfolio)</i>

Special (Planned) Items			
(24) HRA Financial Plan 2017/18	June 2017 (High)	(Housing Portfolio) Completed	
(25) Draft Housing Strategy 2017 – 2022 (Comments to the Cabinet)	June 2017 (High)	(Housing Portfolio) Completed	
(26) Safeguarding at EFDC – current position	June 2017 (Medium)	(Safer Greener Transport Portfolio) Completed	
(27) Review of Housing Allocations Scheme after 2 years operation (with any changes effective from July 2018) (Recommendations to the Cabinet)	September 2017 (High)	(Housing Portfolio) Completed September 2017 meeting	
(28) Review and funding of Garden Maintenance Scheme for Older and Disabled Council Tenants (Recommendations to Housing Portfolio Holder)	November 2017 (High)	(Housing Portfolio) Not required – Agreed that a report be submitted direct to the Housing Portfolio Holder due to the Committee's busy Work Programme and the need for budget provision to be made.	
(29) Review of annual funding to the CAB for two Debt Advisors (Recommendations to Cabinet)	November 2017 (High)	(Housing Portfolio) Not required - Agreed that a report be submitted direct to Cabinet due to the Committee's busy Work Programme and the need for budget provision to be made.	
(30) Review of Housing Service Strategy on Home Ownership and Leaseholder Services	January 2018 (Low)	(Housing Portfolio)	

(31) Review of Housing Assistance Policy (Recommendations to Cabinet)	January 2018 (Medium)	(Housing Portfolio)	
(32) Restructure of Older People's Housing Team (Recommendations to Cabinet / Housing Portfolio Holder)	January 2018 (High)	(Housing Portfolio)	
(33) Review of the future use of sheltered/grouped housing scheme sites (Recommendations to Cabinet / Housing Portfolio Holder)	November 2017 January 2018 (High)	(Housing Portfolio) Deferred – Due to the recent absence of the Director of Communities, who is leading this project.	
(34) Presentation by Epping Forest CAB on its use of EFDC funding	March 2018 (High)	(Housing Portfolio)	
(35) Review of Housing Service Strategy on Anti-Social Behaviour and Harassment	March 2018 (High)	(Housing Portfolio)	
(36) Review of Homelessness Strategy (Recommendations to Housing Portfolio Holder)	March 2018 (High)	(Housing Portfolio)	
Items added to Work Programme during the year			
(37) The Council's PREVENT Strategy.	November 2017 (Low)	(Safer Greener Transport Portfolio) Completed - November 2017 meeting	

(38) Fire Safety in Council - Owned Accommodation and Park Homes	January 2017	<i>(Housing Portfolio)</i> Scheduled - for this December 2017 meeting	
(39) MiLife (adolescent mental health & wellbeing project)	March 2018	<i>(Leisure and Community Service Portfolio)</i>	
(40) Transformation Projects relevant to this Committee	As Appropriate	Details of relevant new transformation projects to be submitted to the relevant SC for scrutiny.	
(41) Transformation Projects closure and benefits reports.	As Appropriate	That any directorate appropriate project closure and benefits realisation reports to be submitted to this SC for information.	
Planned Items for Future Years			
12-Month Progress Report on Annual Housing Strategy Action Plan	July 2018 (Medium)	<i>(Housing Portfolio)</i>	
Housing Strategy Key Action Plan 2018/19 <i>(Recommendations to Housing Portfolio Holder)</i>	July 2018 (Medium)	<i>(Housing Portfolio)</i>	
Review and funding of Garden Maintenance Scheme for Older and Disabled Council Tenants <i>(Recommendations to Housing Portfolio Holder)</i>	November 2018	<i>(Housing Portfolio)</i>	

Governance Select Committee (Chairman – Councillor N Avey)

Work Programme 2017/18

Item	Report Deadline/Priority	Progress/Comments	Programme of Meetings
(1) Key Performance Indicators (KPIs) 2016/17 - Outturn	04 July 2017	Governance indicators only - Completed	04 July 2017 03 October 2107 05 December 2017 06 February 2018 27 March 2018
(2) Key Performance Indicators (KPIs) 2017/18 - Quarterly Performance Monitoring	Q1 – 03 October 2017 Q2 – 05 December 2017 Q3 – 06 February 2018	Governance indicators only.	
(3) Development Management Chairmen and Vice-Chairmen's Meetings	04 July 2017	Feedback from meeting of the Chairmen and Vice-Chairmen of the Area Plans Sub-Committees and the District Development Management Committee – Completed	
(4) Building Control	04 July 2017	To be carried forward onto work programme for 2017/18. Building Control Officer to give a presentation - Completed	
(5) Equality Objectives 2016-2020 / (2018-2023) - 6 monthly reporting	Q1 - 03 October 2017	Completed	
(6) Equality Objectives 2016-2020 / (2018-2023) - 6 monthly reporting	Q3 - 06 February 2018		

Governance Select Committee (Chairman – Councillor N Avey)

Work Programme 2017/18

(7) Corporate Plan Key Action Plan 2015/16 - Outturn	04 July 2017	Governance actions only - Completed	
(8) Review of Public Consultations	04 July 2017	Annual Review - Completed	
(9) Governance Directorate Business Plan 2017/18	04 July 2017	Portfolio Holders attended Cllrs J Philip, A Lion and G. Waller - Completed	
(10) Review of the Elections and General Election May and June 2017	03 October 2017	Review of the processes for the County and General elections - Completed	
(11) Corporate Plan Key Action Plan 2016/17- Quarterly reporting	Q1 – 03 October 2017 Q2 – 05 December 2017 Q3 – 06 February 2018	Governance actions only.	
(12) Review of the operation of the Council's Petitions Scheme	06 February 2018	To be completed during the 2017/18 municipal year. ST/JL	
(13) Analysis of Compliments and Complaints information in identifying trends	06 February 2018	The Head of Customer Services has been invited to attend a future meeting. To identify trends, a period of time will need to elapse.	

Governance Select Committee (Chairman – Councillor N Avey)

Work Programme 2017/18

(14) Annual Equality Information Report – 2016	03 October 2017	Combined with Item (5) - Completed	
(15) Directorate Business Plans 2018/19 (NEW)	27 March 2018	Presentation by all relevant Portfolio Holders.	
(16) Planning applications submitted to time final decision is received	05 December 2017	NR to provide a report.	
(17) Transformation Projects relevant to this Committee	As Appropriate	Details of relevant new transformation projects to be submitted to the relevant SC for scrutiny.	
(18) Transformation Projects closure and benefits reports	As Appropriate	That any Directorate appropriate project closure and benefits realisation reports to be submitted to this SC for information.	
(19) Planning Appeals Performance	27 March 2018	To receive examples of recent appeals decisions issued by the Planning Inspectorate.	

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Neighbourhoods Select Committee (Chairman – Cllr Bedford)

Work Programme 2017/18

Item	Report Deadline / Priority	Progress / Comments	Programme of Future Meetings
(1) Neighbourhoods Directorate Business Plan 2018/19	20 March 2018	Presentation by all relevant Portfolio Holders	27 June 2017; 19 September 2017; 21 November 2017;
(2) KPIs 2016/17 – Outturn Review	First meeting of each municipal year	Outturn KPI performance report for 2016/17 - went to 27 June 2016 meeting (COMPLETED)	30 January 2018; 20 March 2018.
(3) KPIs 2017/18 - Quarterly Review	Quarterly	Review of quarterly performance: Q1 in September 2017; (COMPLETED) Q2 in November '17; (COMPLETED)	
		Q3 in March '18	
(4) Corporate Plan Key Action Plan 2016/17 – Outturn Review	First meeting of each municipal year	Outturn Key Action Plan 2016/17 performance - went to 27 June 2017 meeting (COMPLETED)	
(5) Corporate Plan Key Action Plan 2017/18 – Quarterly Review	Quarterly	Review of quarterly performance: Q1 September 2017; (COMPLETED) Q2 November 2017; (COMPLETED)	
		Q3 March 2018.	
(6) Transformation Projects relevant to this Committee.	As appropriate.	Details of relevant new transformation projects to be submitted to the relevant SC for scrutiny.	
(7) Transformation Projects closure and benefits reports	As appropriate.	That any Directorate appropriate project closure and benefits realisation reports be submitted to this SC for information.	
(8) 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	

As at January 2018

Neighbourhoods Select Committee (Chairman – Cllr Bedford)

Work Programme 2017/18

Item	Report Deadline / Priority	Progress / Comments	Programme of Future Meetings
(9) Environmental Enforcement Activity	March 2018	(a) Annual report to Committee. (b) Neighbourhoods (D Macnab) to co-ordinate with PR to raise public awareness and increase publicity of successful prosecutions.	
(10) To receive progress report of the Green Corporate Working Party	As appropriate. Next due January 2018	(a) To monitor and keep under review the Council's progress towards the development and adoption of a corporate environmental policy / energy strategy. (b) To receive Officer progress report (<u>not</u> Minutes). (Last update on current position received from meeting held on 5 September, next meeting to be held on 5 December 2017).	
(11) 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 (COMPLETED)	
(12) Review of arrangements Licenced Taxi Drivers	June 2018	Item from the O&S Co-ordinating Group	
(13) Yearly Review of the Off-Street Parking Service	TBA (update after 7 Dec mtg)	To review on an annual basis the off-street parking service recently taken over by EFDC from NEPP (agreed at November 2016 meeting). (NB: 1st meeting of Off-Street Car Parking Contract Partnership Board held on 7 December 2017).	

Neighbourhoods Select Committee (Chairman – Cllr Bedford)

Work Programme 2017/18

Item	Report Deadline / Priority	Progress / Comments	Programme of Future Meetings
(14) Review of Leisure Management Contract	As appropriate. Next due March 2018	To review the Council's leisure contract with Places for People Leisure (PfP). (NB: Report of 1st Leisure Management Contract Partnership Board meeting of 6 November 2017).	
(15) Emergency planning – report on Council's emergency response systems and emergency housing arrangements	March 2018	Following the Grenfell Tower Fire – to consider our procedures.	
(16) Land Drainage Officer, Technical Services Directorate	January 2018	Invitation to attend – to report on the various land drainage and flood matters with which officers are involved	
(17) Air Quality Officer	March 2018	Invitation to attend.	
(18) Public Health Officer	March 2018	Invitation to attend.	
(19) Passenger Transport officers to be invited to a meeting on the District's Bus Services	January 2018	Accepted invitation to attend O&S meeting (Scrutiny of External Organisations) on 9 January 2018 (to include bus services in the south of the district).	
(20) Essex County Council Passenger Transport	TBA	Invitation to attend Neighbourhoods SC on the provision of local bus services in the District.	

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Resources Select Committee 2017/18 (Councillor A Patel)			
Item	Report Deadline / Priority	Progress / Comments	Programme of Future Meetings
(1) Key Performance Indicators 2016/17 – Outturn Review	Outturn KPI Performance considered at the first meeting of each municipal year.	Outturn KPI performance report for 2016/17 to July 2017 meeting - Completed	13 July 2017; 17 October; 19 December; 13 February 2018; and 03 April .
(2) To review the specific quarterly KPI 2017/18	Quarterly	Review of quarterly performance: Q1 in October 2017; Q2 in December '17; Q3 in February '18.	
(3) Corporate Plan Key Action Plan 2016/17 – Outturn review	First meeting of each municipal year	Outturn Key Action Plan 2015/16 performance to July 2017 meeting - Completed	
(4) Corporate Plan Key Action Plan 2017/18 – quarterly review	Quarterly	Review of quarterly performance: Q1 October 2017; Q2 December 2017; Q3 February 2018.	

(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 against ICT Strategy Considered on an annual basis.	COMPLETED – October 2017	
(7) Progress on Call handling	March 2018	Now part of the Customer Care Section and separate from ICT. Progress report on call/response handling. Also to receive a report on options following introduction of new telephony system.	
(8) Fees and Charges 2018/19	Proposed fees and charges for 2018/19 – for October 2017 meeting.	Proposed fees and charges considered on an annual basis each October COMPLETED	
(9) Provisional Capital Outturn 2016/17	Provisional outturn for 2016/17 for July meeting.	Provisional Capital Outturn considered on an annual basis at first meeting in each municipal year - COMPLETED	
(10) Provisional Revenue Outturn 2016/17	Provisional Outturn for 2016/17 for July 2017 meeting.	Provisional Revenue Outturn considered on an annual basis at first meeting in each year. COMPLETED	
(11) Sickness Absence Outturn	July 2017	To review the Sickness Outturn report for 2016 /17 - COMPLETED	

(12) Sickness Absence	Half-yearly progress reports for 2017/18 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 July 2017 meeting.</i>	
(13) Medium Term Financial Strategy & Financial issues paper	October 2017	To receive the financial issues Paper and Medium term financial strategy including 4 year General Fund forecast. COMPLETED	
(14) Quarterly Financial Monitoring	Oct. 2017; Dec. 2017; & Feb. 2018	To receive quarterly financial monitoring Reports	
(15) Review of Risk management arrangements	July 2017	Item from the O&S Co-ordinating Group. To review the trends in claims expenses - COMPLETED	
(16) Shared Services Working	If possible a verbal update to be given at December 2017 meeting.	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>	
(17) Invest to Save update	December 2017	To receive a report updating the Committee on the Council's Invest to Save scheme	
(18) General update on the General Fund CSB, DDF and ITS	December 2017	To receive an updating report on the CSB, DDF and ITS schemes.	

(19) Scrutiny of the Transformation Project	Had an initial meeting on 10 April 2017	Initial meeting to review PICK form and set terms of reference for looking at the Transformation project. T&F Panel set up to review what the Select Committee will need to review. That Panel has now concluded and will report to the Overview and Scrutiny Committee. COMPLETED	
(20) Resources Directorate Business Plan	July 2017	Received briefing from each responsible PH on their business plan for the year. - Completed	
(21) Universal Credit	October 2017	Updating report on the Government's Universal Credit Scheme. COMPLETED	
(22) Resources Directorate Business Plan 2018/19 (NEW)	3 April 2018	Presentation by all relevant Portfolio Holders.	
23 Transformation Projects relevant to this Committee	13 February 2018	Details of relevant new transformation projects to be submitted to the relevant SC for scrutiny.	
24 Transformation Projects closure and benefits reports	13 February 2018	That any Directorate appropriate project closure and benefits realisation reports to be submitted to this SC for information.	

Transformation Task & Finish Panel 2017/18 (Chairman – Councillor Patel)			
Item	Report Deadline / Priority	Progress / Comments	Programme of Future Meetings
First meeting to be held on 29 June 2017 – meetings to be arrange on an ad-hoc basis.		Panel met on 29 June, 1 August. Last meeting held on 11 September. COMPLETED – reported to October 2017 O&S Committee meeting.	.

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